

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUE

JULY/AUGUST 2008

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Team DIA

Ready, Willing & Able

Interviews with

Ellen M. Ardrey

Vice Deputy Director for Human Capital

and

Nancy E. Scott

Chief of the Equal Opportunity Office

PLUS...

- The Director's Ambassadors to the Intelligence Community
- Becoming a Media 'Warrior'
- Analysts Think Critically, Learn Virtually
- Relief Comes in More than One Form

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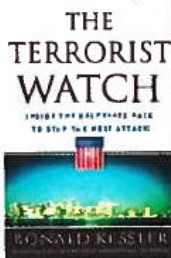
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A FAMILY Affair

By Monica Y. Tullos, DH

Photos by Judy Pike, DH



with their own eyes that their loved one is doing well while deployed. The VTCs also help ease the worries of the deployed individual because they can see their family and know that they are ok.

"My spouse was made to feel more comfortable during the VTC than anytime during the deployment," said one deployed employee.

From start to finish, DH strives to make the meetings

A DH wife, Donna, and her children, Stephen, Rebecca and Kellie, participate in a combined Mother's Day/Father's Day Morale VTC event while wearing custom-made T-shirts honoring her husband's contribution to the Global War on Terror while deployed to Iraq.

Since May 2007 the Directorate for Human Intelligence (DH) has coordinated VTC and Tandberg meetings for nearly 150 family members separated from their loved ones — deployed DH staff. Designed as a morale booster to maintain family well-being during deployments, these events also inspire the spirit of support, volunteerism and teamwork in DH.

Coordinator Judy Pike recalls one wife thanking event volunteers extensively for the opportunity for her and her girls to see and speak with her husband over VTC. She said it helped her daughters put the school-age rumors and stories of deploying in perspective.

In the 15 to 20 minutes allocated for each connection, family members see

an agency family affair. All families of those deployed from DH are invited to participate. Organizers coordinate technical details like scheduling the conferences and obtaining building and base access. Directorate volunteers give up personal time, usually during holidays and special occasions, to greet, host and escort participants, some of whom fly in from across the country. Volunteers bring games, movies, crafts and refreshments for families to enjoy while waiting for their turn. In appreciation for the families' sacrifice and support of the agency's mission, senior DH leadership makes an

effort to participate and show their gratitude.

The next Morale VTC and Tandberg event is planned for September to tie in with children returning to school from their summer break. 🎧

Right - Megan, a DH spouse, watches her daughter, Makayla, make crafts while they wait for a VTC with her husband who is deployed to Afghanistan.



DIA's SYMBOLIC Souvenirs

By Dr. Judith Bellafaire, DA

Some of the more interesting objects in the agency's historical collection are ceremonial gifts given to DIA directors by their foreign military counterparts. Often these gifts depict a specific symbol associated with the gifting nation and are meant to remind the recipient of the ongoing relationship between the two

countries. These are some examples of gifts that illuminate significant aspects of the history, culture and values of countries around the world. You can see these and more symbolic gifts to DIA directors at the Souvenirs of Service Exhibit on the seventh floor of the DIAC. 🌐

JAVANESE PUPPET

This Javanese puppet, presented to LTG James Williams, depicts the mythical character Gatotkaca, a heroic flying knight responsible for air defense. In Javanese folklore, Gatotkaca was known for his quickness and the powerful, magic blows with which he dispatched enemies who attacked from the air. When in flight, he often cloaked himself in black thunderclouds. A statue of Gatotkaca stands near Bali International Airport and symbolizes spiritual protection and safety for all incoming and outgoing flights.



QUEEN IDIA

This bronze head represents Queen Idia, also presented to Williams, the mother of Oba Esigie, king of Benin, now a part of Nigeria, who ruled from the late 15th to 16th century. Idia played a key role in her son's military campaigns against the Igala people. Esigie won the war and honored his mother for her guidance by commissioning her statue. Idia's pointed crown is made of coral beads. Coral represented the wealth gained from overseas trade and was a favorite ornament during the reign of Esigie.



SAINT VLADIMIR OF KIEV

This small figurine depicts Saint Vladimir of Kiev — presented to VADM Thomas Wilson — symbolizing Ukrainian sovereignty. Originally a despotic pagan king, Vladimir amassed his empire through military might. He took numerous wives, often solidifying his control over conquered lands by "marrying" a former chieftain's sister or daughter. When his many sons came of age, Vladimir placed them in charge of his various principalities, a strategy that enabled him to maintain control of a large kingdom. In 988 Vladimir converted to the Christian Orthodox Church. He then devoted himself to good works and encouraged his subjects to follow his lead by building churches and monasteries throughout the Ukraine.



O PENSADOR

O Pensador, or the "Thinker," — another gift to Williams — is a Tchokwe wood carving from the African nation of Angola. The original carving was created during the 1950s for an exhibition of Angolan folk art, but its curved lines proved so popular that it inspired other artists to create imitations to sell. The statue is now considered a national symbol of Angola, and its image is featured on the country's currency.



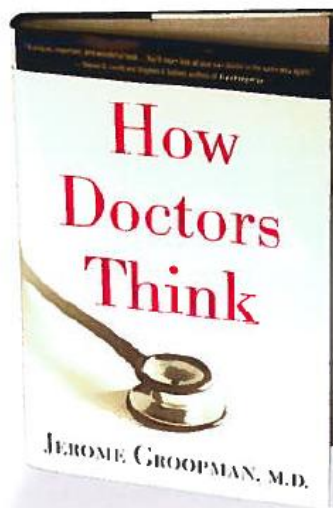
Addressing Complex Issues:

WHAT CAN THE IC LEARN from the Medical Profession?

By Lynn "Ann" Griffith, CS

Dr. Jerome Groopman's "How Doctors Think" uses a series of compelling stories to explore what goes on in doctors' minds as they treat a patient. Groopman's book grew out of the shortfalls he observed in the cognitive training of medical students, a view confirmed by studies of medical misdiagnoses that concluded the majority of errors are due to flaws in physician thinking, not technical mistakes.

For example, Groopman describes the consequences of cognitive missteps caused by imperfect communication skills, the impact of human emotion on thought, the use of shortcuts in decision-making and pitfalls in dealing with uncertainty. Like medicine, the intelligence community employs technical experts to work multifaceted problems where judgment often must be made in minutes, and mistakes can have life threatening consequences. So what can we learn from the medical profession? Consider the lessons of Anne Dodge.



BOOK REVIEW

Title: How Doctors Think

Author: Dr. Jerome Groopman

Published in 2007 by Houghton Mifflin

Dr. Groopman is a physician at Harvard Medical School and writes for the New Yorker.

When Dodge met gastroenterologist Dr. Myron Falchuk in December 2004, she was dying — she weighed 85 pounds, her blood and platelet counts were desperately low, she suffered from severe osteoporosis, her immune system was failing and she'd been hospitalized four times that year in a mental health facility to try to gain weight under supervision. Around age 20 Dodge found that food did not agree with her; after every meal the nausea and pain were so intense she occasionally vomited. No immediate cause was determined; the general diagnosis was eating disorders, and therapies ranged from antacids to antidepressants.

Now in her thirties, Dodge had seen more than 30 doctors in 15 years, including endocrinologists, hematologists, infectious disease experts and psychiatrists. Her internist placed her on a 3,000-calorie a day diet of easily digestible carbohydrates like cereals and

pastas. Falchuk ignored the six-inch file and previous doctors' assessments. Instead he began anew to question, listen, observe and think differently about Dodge's case. By doing so, he saved her life. Falchuk diagnosed celiac disease; Dodge was allergic to gluten, a primary ingredient in her prescribed diet.

How doctors speak and listen provides insight into how they think. Physicians must attend to both verbal and nonverbal communication. Falchuk began with an open-ended question, "Tell me about when you first didn't feel good?" The great advantage of an open-ended question is that it structures the response and maximizes the opportunity for a listener to hear new information. Although more efficient, a close-ended question — "What kind of abdominal pain do you have, is it sharp or dull?" — implicitly reveals a preconceived diagnosis and limits the transfer of knowledge. When a doctor is unsure of the diagnosis, open-ended questions increase their prospects of gaining new information.

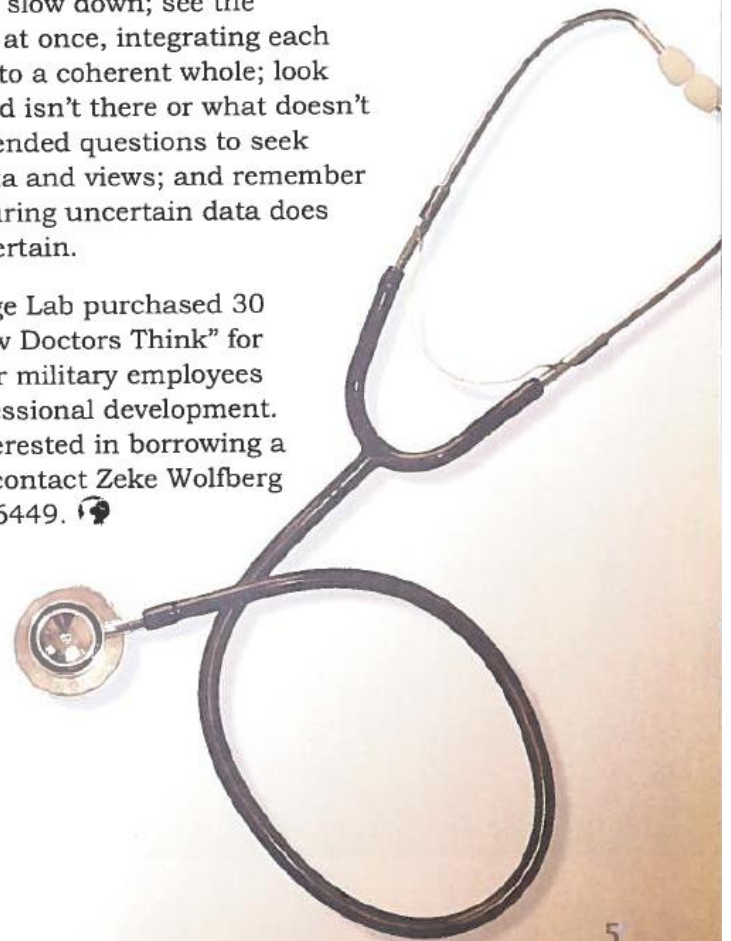
Human feelings on both sides of the doctor-patient relationship can cause mistakes in thinking. Emotions can impact a doctor's ability to listen and reflect, causing them to fix on a particular diagnosis or treatment. Patients, gripped by fear, anxiety or shame, may not be open with physicians about their symptoms. Falchuk set aside negative feelings often associated with Dodge's case and continued looking for answers originating in her body, not just her mind. He also understood that for Dodge to agree to new diagnostic tests, she had to trust his sincerity and motivations, as well as his skill.

Donald Schön, a professor at the Massachusetts Institute of Technology, describes medicine as "thought-in-action." On average doctors interrupt patients describing symptoms within 18 seconds; in that short time, often with incomplete information, the diagnosis and treatment are decided.

To work quickly, doctors use cognitive shortcuts like pattern recognition; these shortcuts are informally learned and proliferated, so potential biases and pitfalls may not be well understood. In recent years medical schools have begun teaching scientifically-based, clinical decision-making techniques to provide structured approaches for making medical judgments. However, these techniques do not work well with anomalous or unprecedented problems. Like intelligence professionals, doctors must act even in the face of uncertainty. To move forward, physicians reflect and restructure the problem; paradoxically, in acting, doctors, and humans in general, are prone to forget or deny uncertainty. Instead, physicians must acknowledge uncertainties to their patients and peers even as they move forward with diagnosis and treatment.

In addition to forever changing how you view your doctor, "How Doctors Think" provides advice on complex problem-solving that has relevance to intelligence professionals: slow down; see the entire picture at once, integrating each component into a coherent whole; look for what is and isn't there or what doesn't fit; use open-ended questions to seek additional data and views; and remember that restructuring uncertain data does not make it certain.

The Knowledge Lab purchased 30 copies of "How Doctors Think" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449. 📞



Infrastructure Conference

BUILDS ON COLLABORATION

By Ann M. Bradford, DI

Two hundred and eighteen infrastructure analysts and managers from six agencies, six combatant commands, two service elements and two allied partners met in St. Louis for the third annual Military and Civilian Infrastructure Conference, June 4 - 6. DIA's Directorate for Analysis Military Infrastructure Office (DI/MIO) and the National Geospatial-Intelligence Agency's (NGA's) Office of Targeting and Transnational Issues co-hosted this year's conference. The conference provided an avenue of collaboration among infrastructure analysts to exchange ideas, resources and methodologies.

NGA's Rick Gettings, center, receives the Most Collaborative award from DIA's Robert Cardillo and NGA's Eric Peterson.

Giving the keynote address was Maj Gen James Whitmore, deputy commander, Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance; deputy director, National

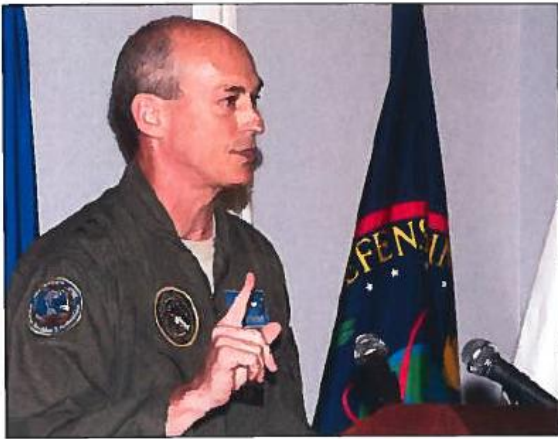


Intelligence Coordination Center; and deputy director, Defense Intelligence Operations Coordination Center (DIOCC). As an Air Force pilot, Whitmore provided a unique perspective of how infrastructure intelligence supports the full spectrum of military operations from major combat to stability and reconstruction operations, to counterinsurgency, counterproliferation, and humanitarian and disaster-relief operations. He also challenged the community to provide our customers with a common infrastructure intelligence picture — a "one-stop-shop" that identifies the complexity of networks and their functions, interactions, strengths and vulnerabilities. In the afternoon attendees walked through a technology expo and received information about tools and capabilities used to share infrastructure intelligence and encourage collaboration.

The following day participants were broken into defense industries, energy, and transportation and logistics working groups. Each group received presentations by participants and



Photos by Richard Fonner, NGA



Maj Gen James Whitmore gives his keynote address to attendees during the annual Military and Civilian Infrastructure Conference.

discussed a number of related topics, to include measuring their progress on collaboration, understanding customer's needs, and finding the best tools, methods and information sources for infrastructure intelligence. A highlight of the day was a speech by NGA's director of the Analysis and Production Directorate, John Oswald.

The third day included briefings on water infrastructure coverage in the Department of Defense and the intelligence community, telecommunication and other infrastructures, and developing system of systems capabilities. The working groups also presented an overview of their sessions from the previous day and discussed their goals for continuing

collaboration through the next year. The goals included: establishing a separate fuels and electric power subworking group with NGA and DIA as co-leads; using information technology to formalize a "buddy system" for collaboration on community infrastructure projects; leveraging agency infrastructure training; and increasing collaboration with international partners on joint products. Participants found the working groups beneficial and would like to include a supporting infrastructure working group and extend the sessions for next year's conference.

Robert Cardillo, deputy director for analysis, ended the conference by expressing his support and encouragement for continued collaboration. The working groups will continue to meet on a regular basis through VTC and a potential midyear mini-conference. The 2009 Military and Civilian Infrastructure Conference dates and location have not been determined. 🗣️

This year an awards program was added to the conference to recognize the outstanding contributions and accomplishments within the infrastructure community through collaborative acts.

Most Collaborative

Atlas of Chinese Military Power Project — Rick Gettings, NGA
1 ONI, 10 NGA and 2 DIA analysts participated

Trend in Chinese Underground Infrastructure Project — Ann Saxena, NGA
1 NGIC, 17 NGA, 2 DIA and 2 NSA analysts participated

Most Analytically Innovative

Theater Ballistic Missile Enablers Project — April Gregory-MacDicken, DIA
1 CENTCOM, 8 DIA, 2 DIA/MSIC and 7 NGA analysts participated

Most Technically Innovative

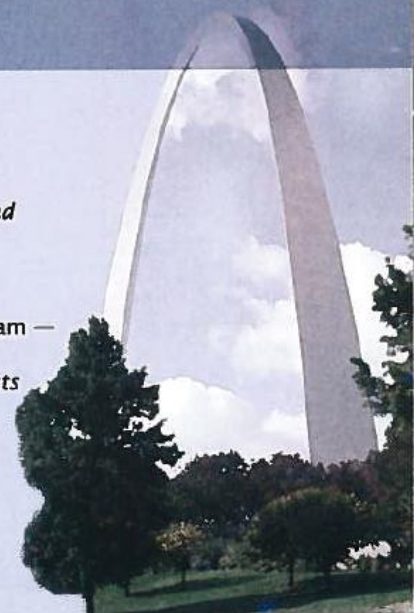
Bridging the Tigris Project — Dale Brandl, Transportation Command
1 NGA and 3 TRANSCOM analysts participated

Significant Analytical Contribution to Intelligence Gap

Military Modernization and Emerging S&T Team — James Bjork, NGA
1 ONI, 8 NGA, 3 NSA, 2 DIA and 2 CIA analysts participated

Directly Impacting Warfighter Needs

Scientist and Engineer Database Team — William Lilmatainen, DIA
5 DIA, 2 CIA and 2 NSA analysts participated



Post of the Month: U.S. Defense Attaché Office KATHMANDU

By the Directorate for Human Intelligence, DH

Post Highlights:

Despite its fame as the home of Mount Everest and the end of the old hippie trail, immortalized in Bob Seger's "Kathmandu," Nepal in 2008 is far more diverse and challenging than its image would suggest. The Nepali people remain among the world's poorest, and while a decade-long insurgency has diminished, political violence remains endemic. Landlocked between China and India, Nepal enjoys strategic significance disproportionate to its size and resources, yet suffers the consequences of regional contests for power and influence. While icy Himalayan peaks dominate the Kathmandu skyline and virtually every postcard photo, half of the population lives along the sweltering, sub-tropical plains bordering India. Even though the capital boasts world-class temples, palaces and monuments

dating back almost a millennium, it is plagued by outdated infrastructure, haphazard development and equally world-class traffic.

These dramatic contrasts contribute to Nepal's unique allure for a similarly diverse range of interests. Beyond the

archetypal international visitor seeking to climb another of the eight 8,000-meter summits or to find spiritual enlightenment, Nepal draws a wide variety of aid workers and academics working in anthropology, sociology, religion, archaeology, human rights, development and conflict resolution.

Host Country Highlights:

The Byzantine history of Nepal provides a suitable backdrop to its modern complexity. The state of Nepal was formed through bloodshed when Prithvi Narayan Shah unified various petty kingdoms in December 1768 through military campaigns. After hundreds of princes and chieftains were murdered on the reigning queen's order in 1846, power vacillated between hereditary Shah monarchs and hereditary Rana prime ministers. In 1951 Nepal established a cabinet system of government, bringing an end to hereditary rule. In 1990, a mass people's movement brought further reforms and established a multiparty democracy within a constitutional monarchy framework.

True to its history, there was upheaval again when Maoist guerillas launched an insurgent war in 1996, which gained traction and threatened to bring down the regime. In 2001, echoing events a century past, the crown prince massacred 10 members of the royal



family, including the king and queen. The king's brother assumed the throne, which is controversial to this day, and his ascension to the throne inaugurated another period of tumult.



Location: Kathmandu, Nepal
Population: Kathmandu, 1.2 million
Nepal, 29.5 million
Primary Language: Nepali
Basic Greeting: नमस्ते (na-mas-te) literally means "I bow to you"

Citing dissatisfaction with the government's lack of progress against corruption and the Maoist insurgency, in February 2005 the king dissolved the government, declared a state of emergency, imprisoned party leaders and assumed total power. The monarch retained absolute power until April 2006, when nearly three weeks of mass protests by political parties in cooperation with the Maoists forced the king to relinquish power and reinstate parliament. This was followed by a peace accord between the government and the Maoists and entry of the former insurgents into parliament in January 2007 and into the government in April 2007. The accord called for a Constituent Assembly to draft a new constitution, and elections to this assembly were held this past April. Surprisingly, the Maoists returned as the largest party, with the right to form the government. The Constituent Assembly's first action was to vote to end the 240 year-old monarchy, which completed Nepal's transformation from a Hindu kingdom into a secular republic. However, the honeymoon for the new government will likely be brief. Even before the echoes of the Maoist conflict had begun to fade, dozens of new political and ethnic factions had begun to raise their grievances, and many appear to have learned the Maoist lesson far too well as they increasingly turn to violence to claim political power.

Operational Highlights:

In conjunction with landmark political developments in Nepal, this has been a landmark year for the U.S. Defense Attaché Office (USDAO) in Kathmandu. It has doubled in size from only the defense attaché and operations coordinator to now include a defense liaison officer and an operations non-commissioned officer. The growing team has focused on three

primary activities — the ambassadorial mission's goal of facilitating the democratic process, ensuring the Nepali Army maintains respect for human rights and civilian control, and supporting the professionalization of the Nepali Army through programs made possible by close collaboration with the Office of Defense Cooperation.

Nepal's constellation of challenges also provides a unique opportunity for the U.S. mission to apply a "whole-of-government" approach to its activities. "Interagency" is the byword, and the USDAO is a key member of that team. USDAO Kathmandu constantly advises the ambassador on developments within the security establishment, coaxing key host country leaders into pursuing policies that will best support the peace process and coordinating with other post activities to best support Nepal's transition to democratic governance, including firm civilian control of the military. Within a two-year period, the Nepali Army's supreme commander has changed from a monarch to a civilian prime minister, and it is now faced with a newly-formed government led by its former Maoist enemy.

The extraordinary internal strains suggested by such changes indicate the challenges USDAO Kathmandu faces in fulfilling its role, but strong U.S. support during the insurgency created an exceptional amount of trust with the Nepali Army. A primary goal of the USDAO will be to sustain that level of confidence in the uncertain times, which almost surely remain ahead. 🗣️



Photo by Nepal Army Major Anantha Singh

Nepal Army
Rangers Chief
Warrant Officer
Rup Bahadur
KC and Major
Anup Thapa, U.S.
attaché, LTC Bryan
Chapman and
Office of Defense
Cooperation Chief
MAJ Pat Kelley in
front of Dhaulagiri,
the seventh
highest mountain
in the world.

Books to UNDERSTAND the COMPLEXITIES of Countering Terrorism

By CDR (Sel) Youssef Aboul-Enein, DI

It's appealing to me as an analyst to get up every morning knowing that I am to discover new things about the terrorist threat I did not know the day before. A lot of that knowledge comes from reading. The three books featured below are recent publications that introduce you to the complexities of countering terrorism.

The first book, "The Secret History of al Qaeda," is a history of al-Qaida from the perspective of a noted Arab journalist who spent days with Usama bin Laden and

whose newspaper, al-Quds al-Arabi, published bin Laden's 1998 declaration of war against the U.S.

The second book, "Dying to Win: The Strategic Logic of Suicide Terrorism," explores the strategic logic of terrorism — making what appears

to be irrational rational and giving context to actions that are heinous and illogical.

The final book, "The Terrorist Watch: Inside the Desperate

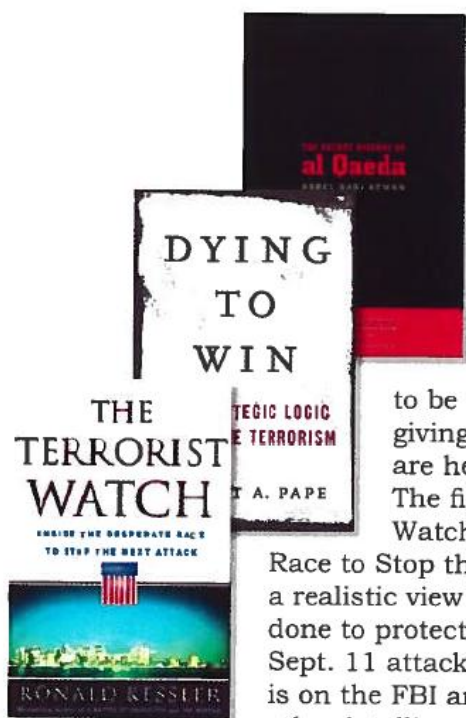
Race to Stop the Next Attack," provides a realistic view of what is really being done to protect the U.S. from another Sept. 11 attack. The focus of this book is on the FBI and CIA, and the fusion of other intelligence agencies and how they relate to the National Counterterrorism Center (NCTC).

In 2006 Abdel al-Bari Atwan published "The Secret History of al Qaeda," which

offers the nuanced details on the ideological evolution of bin Laden. A chapter on suicide bombs shows how a steady diet of Arabs as victims, combined with militant Islamist indoctrination and the need to empower the individual to act, creates a suicide operative. Atwan writes how the Sunni community is divided on the issue of the theological aspect of jihad. When it comes to the political aspect of the use of suicide bombers however, the gap between militants and fundamentalist narrows. The chapter on cyber-jihad is an excellent look into the aggressive war fought online and the different moves and counter moves used to propagate militant Islamist ideology. Atwan ends by discussing the self-evident conclusion that military options alone will not eradicate or totally undermine al-Qaida ideologically. A host of national power options are needed to address this pseudo-intellectual menace.

The next author, Robert Pape, compiled a database of every suicide bombing from 1980 to 2003 and assessed 315 attacks worldwide. The result of this analysis is his book, "Dying to Win." Pape's hypothesis is suicide attacks have a specific secular or strategic goal and that religion is rarely the root cause. Moreover, these suicide bombings are a tool by terrorist organizations in recruiting to service a broader strategic objective. One may disagree with this hypothesis, but it is useful to explore how he backs up his views using the data.

Pape also looks at the three components — strategic, social and individual —



needed for suicide terrorism to exist. The book ends with a discussion on what is needed to win, including such proposals as redefining expectations as to what constitutes "victory." He proposes the defeat of the current generation while preventing the rise of a new, larger generation of terrorists. There is much to disagree with Pape's work; however, it is useful to read divergent views as a means of getting a wider comprehension of terrorist strategy and tactics.

"The Terrorist Watch" is award-winning journalist Ronald Kessler's 17th nonfiction book. He discusses the expedited evolution of America's security services after Sept. 11, providing the FBI, CIA, DIA and other agencies with the tools, authority and ability to fight and prevent the next terrorist attack on the United States. Kessler highlights the fusion of counterterrorism indications and warnings into NCTC. One chapter covers the great damage caused by leaking information, such as the infamous 1998 case that led bin Laden's to stop using his satellite phone. Kessler also discusses what is already known by the counterterrorism community — terrorists will conduct counter-measures based on technology or information revealed in

open sources. The book ends with a peek into the complexity of how 8,000 cables are assessed, analyzed and reduced to a 16-page daily brief known as the "Threat Matrix." Kessler's book represents an elementary introduction that not only criticizes America's counterterrorism efforts, but highlights how far we have come in facing an amorphous and ever-changing threat.

These three authors demonstrate the complexities of counterterrorism analysis. From obscure linguistic terms and religious theories, to the psychology and calculus of suicide operations, to the amalgamation and processing of thousands of pieces of data a day, these books highlight the vast knowledge and analysis required to understand terrorist's intentions.

Editor's note: CDR (Sel) Youssef Aboul-Enein is a Middle East counterterrorism analyst in JTF-CT. He delivers a popular lecture series on Islamist Militant Ideology and is a prolific writer on the subject for U.S. military journals. He wishes to thank the Joint Military Intelligence Training Center for providing the Atwan and Pape books, as well as LCDR Margaret Read for her insightful comments and edits. 📢

The DIRECTOR'S AMBASSADORS to the Intelligence Community

By Andrew M. Ramotnik, CE

To help strengthen partnerships and enhance collaboration in the intelligence community (IC), DIA currently has nine senior executive representatives and three deputies working at seven IC agencies, plus academia. DIA representatives are the director's emissaries or ambassadors to other IC directors. Representatives are accorded access to the director of their host agency, along with the executive leadership team, and are included in pertinent

executive discussions and leadership meetings. Through this level of exchange, partnerships between DIA and the various agencies/departments are maintained and strengthened.

Today's DIA senior executive representatives do more than serve as a liaison officer. In support of DIA's Strategic Plan, agency representatives are charged with enhancing DIA's outreach and communications roles



Photo by Brian D. Nickey, CP

building an intelligence structure when there was no culture or history for one. DIA presence at FBI has helped ensure a better interface between the agencies and deconflict law enforcement and intelligence operations and policy. DIA recently completed a Memorandum of Understanding to "dual-hat" an existing DIA employee at NRO to serve as DIA's executive representative. Here are some examples of what DIA's senior executive representatives do:

DOS: Lara Sanford provides outreach to DOS leadership and the Ambassador Corps on the defense intelligence enterprise to support diplomatic and foreign policy priorities through strengthening analytic interaction

and collaboration. The office also facilitates communication between DOS, the Department of Defense and DIA for effective and informed defense attaché support.

NGA: Teresa Jones and her office serve as a catalyst in establishing joint DIA/NGA initiatives and creating more effective geospatial and imagery intelligence for the nation. The office provides defense intelligence support and products and engages with NGA to ensure the synchronization of both agencies' expertise and capabilities. Jones helps facilitate an effective working relationship between the two agencies, identifying issues and opportunities for joint collaboration by improving access to intelligence between NGA and DIA, and improving NGA support to DIA requirements.

NDU: DIA has had an executive representative to NDU for decades serving as a full-time member of the National War College faculty. Through his position, Dr. Walter Barrows helps influence the school's curriculum, placing more attention on defense intelligence and emphasizing DIA's role in the IC and the greater defense intelligence enterprise. Moreover, the representative engages a

Six of DIA's senior executive representatives met with the associate deputy director. From left to right: Sharon Houy, ADD; Thomas Tomaszewski, NSA; Lara Sanford, DOS; Peter Klein, DHS; Teresa Jones, NGA; Jeffrey Baker, CIA/NHRTC; and Carol Sherrer, NRO.

to reflect a furthering of additional collection management. Sharon Houy, associate deputy director, has tasked the representatives to implement a proactive engagement strategy and communications plan to further strengthen intra-agency operability as the defense IC transforms into a global-reach enterprise.

For years DIA has maintained a very strong partnership with the National Geospatial-Intelligence Agency (NGA), National Security Agency (NSA) and the National Defense University (NDU). Based on these successful endeavors, as well as the need for greater IC collaboration

to provide improved, timely intelligence, the agency has sought to expand its representational base to include the Department of Homeland Security (DHS), Department of State (DOS), National Reconnaissance Office (NRO) and FBI. In fact, the decision to place an executive representative at DHS was predicated on DIA assisting in

DIA'S SENIOR EXECUTIVE REPS

****CIA:** Jeffrey Baker (NHRTC) and a NCS/CTC representative
DHS: Peter Klein
DOS: Lara Sanford
FBI: Jerry Heaton
NGA: Teresa Jones
NRO: Carol Sherrer
NSA: Thomas Tomaszewski
NDU: Dr. Walter Barrows

***DIA does not currently have an overarching senior executive representative at CIA but maintains representatives to the National HUMINT Requirements Tasking Center (NHRTC) and the National Clandestine Service/Counterterrorism Center (NCS/CTC).*

large number of students, many of whom are destined to be future leaders of the services and national security agencies, and exposes them to the uniqueness of DIA's capabilities and analysis.

NSA: Thomas Tomaszewski is responsible for collaborating on all matters related to substantive intelligence, collection, exploitation and cooperative programs with NSA, an agency roughly three times the size of DIA. He ensures DIA has daily access to these programs to obtain signals intelligence support for DIA mission

requirements. Tomaszewski has been largely responsible for a recent, highly successful analyst familiarization program to bring analysts from the two agencies closer together.

For more information, including contact information and biographies, visit "IC Agency Representatives" under the associate deputy director's Web site on JWICS or SIPRNet.

Editor's note: Read more about how DIA's reps are improving relationships at the State Department in an upcoming InterComm. 🗞

READY, WILLING & ABLE :

NRO Tech Fellows SOLVE PROBLEMS, Forge Partnerships

By Chip Hunter, NRO

For more than a decade, the National Reconnaissance Office (NRO) Advanced Systems and Technology Directorate (AS&T) Technology Fellowship Program (TFP) has played an integral part in AS&T's outreach efforts by forging a three-way partnership among industry, government and individuals. Funded by AS&T and industry partners, TFP stimulates industry participation in research areas critical to our nation's security and helps develop future technology leaders.

The fellows, selected annually, are technologists ready to transition into management within their corporations. They are placed in offices throughout the intelligence community (IC), according to their backgrounds and current IC needs, to work on critical problems of vital national interest. They gain valuable understanding of how people and processes work through meetings with leaders of industry, technology and

politics. TFP fosters a lifetime of associations and former fellows often play a role in future sessions of the program.

The current class of tech fellows was briefed by the outgoing class on July 19, 2007. The presentation culminated their year and began the freshmen's intellectual adventure.

Dr. Cyrus Jilla took advantage of TFP opportunities from 2004 – 2005, traveling to Florida, Colorado and California, as well as to high-level briefings in Washington, D.C. "Through travel, the fellows see industry, civilian and military facilities all working together. There's no



Photo by Haik Naltchayan, NRO

NRO's 2007 – 2008 tech fellows in Colorado

other way I know that you can see it all in one year," said Jilla.

NRO tech fellows benefit from unparalleled access to industry, civilian and military facilities for a year.

Jilla is currently a government sponsor guiding a 2007 fellow through an intensive research project in his office. They will collaborate on research areas not otherwise possible. He sees TFP helping balance many responsibilities with limited resources, and educational rewards going both ways.

Byron Knight, a 1998 – 1999 fellow and technical adviser to the deputy director for mission support, believes each class is a unique collection of introverts and extroverts. "You

can learn from a tech fellow. Coming fresh from industry they are familiar with cutting-edge trends [that] you lose touch with in government." Knight and his classmates bonded like a fraternity or craft union, members were "freshmen, journeymen and elder statesmen," depending on length and stature of experience in the field.

Bill Baracat, a 2004 – 2005 fellow working in the AS&T Advanced Futures Lab, agrees with Knight's assessment of

TFP as an enduring connection. "It's an association you are a part of for life. A tech fellow has a perpetual entrée to other tech fellows, allowing you to collaborate with them to solve hard problems as you proceed through your career. I'd do it again in a heartbeat. It was a once in a lifetime experience."

Jim Wisniewski, a 2000 – 2001 fellow, guided the program as NRO TFP manager in 2007. Understanding the delicate balancing act of pulling together the three corners of the TFP partnership, his biggest challenge was ensuring the pool of potential fellows was continually filled with top-level candidates. The selection committee constantly looks for qualified individuals. A successful fellow must be "a high-caliber technician, who generally has been working in the field for five to 15 years. On their way to becoming a leader in the IC and industry, they have to be adaptable to the changing nature of the IC. And they have to be able to overcome challenges," Wisniewski said.

"One of those challenges is collaboration within the IC," said Capt Brian Hans, current TFP manager, "and I have no doubt that the NRO technology fellows — past and present — have the depth and breadth of experience to answer the call." In addition to maintaining the program's high level of success, Hans wants to focus on enhancing TFP exposure within the IC. For example, they can be found on Intelink and Intellipedia, and there are many opportunities to get involved.

"If you're an NRO mission partner, I encourage you to submit a project proposal. If you're a member of industry, don't hesitate to apply. I'm consistently amazed at the fellows' technical expertise, fresh perspective and collaborative spirit. They really set an example for all of us in the IC," said Hans.

While the IC sees collaboration as the way forward to solving problems facing our national security, the NRO TFP provides a means to do so while laying the foundation for the future.

For information regarding the NRO TFP, contact the program coordinator at (703) 808-5965.

Editor's note: This article was originally published in the winter/spring 2008 edition of NRO's "Space Sentinel" magazine.



Photo by Haik Nalchayan, NRO

Prospective TFP candidates must meet certain criteria to be considered for the program:

- Satisfy requirements for the specific technology project.
- Be selected by the Technical Evaluation Team.
- Have at least mid-level career experience.
- Hold a current TS/SCI security clearance.
- Be willing to relocate to the host organization for the one-year term.
- Sign and comply with non-disclosure agreements.

V-Class: LEARNING the 21st Century Way ... Even from FAR AWAY

By Michael S. Resnick, HC

The buzzword around DIA's Joint Intelligence Virtual University (JIVU) these days is "V-Class." Short for Virtual Classroom, V-Class brings online learning to your desktop in a new and exciting way.

The Directorate for Human Capital (HC) launched the V-Class tool in August 2007 to enable highly interactive, real-time training for intelligence community students across vast distances. By using common Web browsers, voice over IP (VOIP) technology and microphone-enabled headphones, participants can train on just about any topic. Students and instructors can ask questions, share files and even gain valuable hands-on experience with software applications that are shared by a remote instructor.

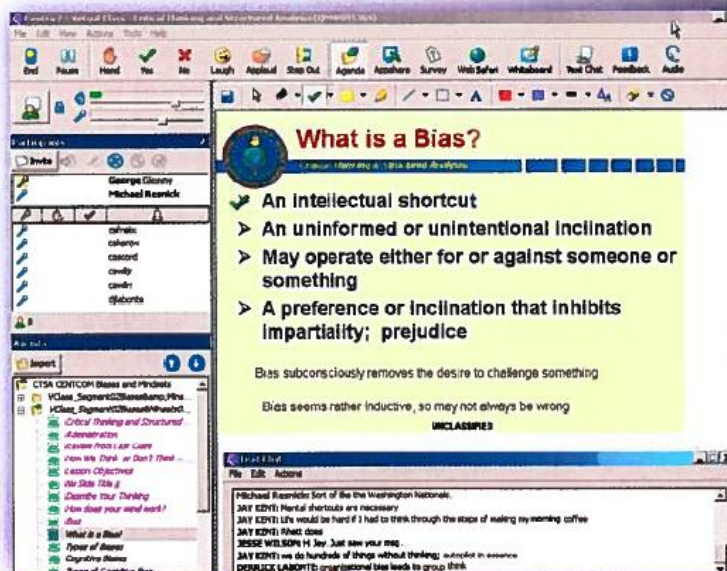
The beauty of V-Classes is that interactions are similar to those you would experience in a traditional classroom. For example, instructors can enhance an introductory lecture by including a public opinion survey, followed by breakout sessions — where the class is divided into subgroups to solve a problem or brainstorm ideas. During the breakout period participants can talk to each other using VOIP, send messages via text chat, and share charts and graphs using the whiteboard markup tools. In addition, instructors can enter each virtual breakout room to provide assistance or feedback. Results of discussions in the breakout groups can

also be saved in multiple formats. When the class reconvenes, instructors can have each subgroup present their findings to the entire class.

Another feature is the ability to record and post sessions on JIVU for on-demand playback — available 24/7. This provides an additional layer of training access for personnel who may not be able to attend a live session or for those who would like to review information presented during a previous class.

V-Class is a viable, cost-effective alternative to costly mobile training

"V-Class brings online learning to your desktop in a new and exciting way."



teams. With participants and presenters dispersed throughout the world, it makes sense to use this valuable training tool.

Students who are new to V-Class are required to participate in a one-hour orientation class, V-Class Centra for Participants. After registering through the JIVU Web site, students receive an acknowledgement e-mail and are instructed to perform a system test to ensure their computer meets the minimum system requirements and is configured with the V-Class software. The student's office will also need to obtain a microphone-equipped headset for them — contact JIVU staff for details. During the orientation, students learn how to use the application's interactive features such as raising hands, providing feedback to the instructor and other students, responding to evaluations and surveys, and using the text chat and whiteboard markup tools. The Centra for Participants

class is offered every Tuesday on JWICS and every Thursday on SIPRNet.

V-Class instructors are required to attend an intensive V-Class Faculty Train-the-Trainer certification course that explains the nuts and bolts of V-Class. The three sessions provide valuable information, as well as hands-on experience, best practices on how to prepare for and manage a V-Class session, detailed methods and techniques for preparing course materials, and live practice sessions with critique. The Faculty Train-the-Trainer course is offered monthly.

To check the online class schedule or register for an intro class, visit the JIVU Web site at <http://jivu.dodis.ic.gov> on JWICS or <http://jivu.dse.dia.smil.mil> on SIPRNet. For additional information, contact Tina Cannon at (202) 231-8414 or Michael Resnick at (202) 231-5522, or e-mail the JIVU Help Desk at diem469-dia@dodis.ic.gov. 

Collaboration Curriculum: TEACHING by EXAMPLE

By Edith E. Alexander, HC

When the National Intelligence University's Executive Committee chartered a multi-agency team to conduct a curriculum review and gap analysis of intelligence community (IC) familiarization training focused on jointness and collaboration, they expected engagement and coordination. The product they received five months later, though, represented much more than that. The newly formed IC Needs Assessment (ICNA) working group not only researched collaboration but also modeled collaboration at its best.

The ICNA team set out to identify the extent to which familiarization courses include collaboration and engagement

and to recommend strategies for enhancing those skills. The current curriculum consists of five courses:

- Introduction to the IC (IC 101)
- IC Awareness Course (ICAC)
- IC Officer Course (ICOC)
- Managing IC Issues (MICI)
- IC Senior Leadership Program (ICSLP)

Team participants included the chair, Mona Irely, CIA; Saundra Biggs, National Reconnaissance Office (NRO); Sandy Howe, National Security Agency; Keith Thompson and Tatyana Tsvetovat, Office of the Director of National Intelligence;

and Drs. Edie Alexander and Dan Blair, DIA's Directorate for Human Capital (HC).

To minimize differences in agency cultures, perspectives and requirements, the group met weekly in person, which helped build the trust that's considered critical to successful collaboration.

Collaboration in the IC is a shared effort between individuals or organizations to develop products. It's viewed as a learned skill that needs to be fostered, particularly where security awareness has historically precluded the open exchange of information. Simple awareness of others' activities — the first level of collaboration — is a goal supported implicitly in each of the joint familiarization courses as students representing multiple agencies interact with each other. Although the process of collaboration permeates such interactions, the team discovered that collaboration is not an explicit learning objective in the IC familiarization curriculum.

Blair, HC Office of Learning and Career Development (HCL), conducted focus groups at NRO to explore collaboration further. The IC participants were universal in extolling the value-added of collaboration in producing intelligence products. They were forthcoming about the environmental and cultural barriers that inhibit community collaboration,

such as the high operational tempo, diverse technology platforms, and recognition and reward systems. Their experiences provided additional insight into how collaboration really works.

The Five IC Familiarization Courses:

- Introduction to the IC (IC 101)
- IC Awareness Course (ICAC)
- IC Officer Course (ICOC)
- Managing IC Issues (MICI)
- IC Senior Leadership Program (ICSLP)

The joint recommendation ultimately made by the ICNA working group was to enhance the IC familiarization course suite to include collaboration as an explicit learning objective. While the current curriculum achieves its objective of providing IC familiarization in a joint setting, the tools and techniques to introduce, practice and measure the skills needed in collaboration — such as knowledge mapping and collaborative online problem-solving — can and should be effectively integrated. 🧠

FAMILY SUPPORT for Managing Deployment

By Roger H. Munns and Paul Geiger, DA; and Bill O. Castillo and Dr. Al R. Kolski, HC

For many people, a deployment may be the first time they have been apart from their family for an extended time. Such separation can be stressful for both the person deploying and their family. It is

not uncommon for added responsibilities to generate stress during this time, but many individuals develop new skills or talents during their deployment; and for some, it can prompt personal growth

that may change their outlook on life. It is important for families to prepare for what lies ahead during separation. This article outlines helpful suggestions to assist families and deployed employees in preparing for challenges that may arise during deployment.

The first step in managing separation is preparation, and communication is

crucial. Everyone needs to share their feelings about the situation and express the fears and expectations. Whenever possible, specific plans must be made to deal with unexpected problems that may arise at home. Murphy's law predicts if something can go wrong, it will — maybe a child gets sick, a major appliance breaks, the car has problems or the family pet runs away. Plan for the unexpected by discussing upcoming events, important dates and possible challenges. This will reduce stress for family members should anything happen.

The second step is putting all of your personal affairs in proper order. Ensure that your will, power of attorney, bills and other finances are in place before you depart. Discuss benefits, insurance and emergency contact information with your loved ones and provide copies of your critical documents prior to deploying. It is important for the deploying individual to actively prepare family and friends. This must supplement any defined pre-deployment process at work.

To facilitate deployment preparation for employees and their families, the Directorate for Human Capital Office of Human Resources (HC/HCH) and the Directorate for Mission Services DIA Deployment Center (DA/DDC) host quarterly briefings to provide information about support services available through DIA or the 11th Wing at Bolling Air Force Base. Briefings include presentations by the 11th Wing chaplain, offering support,

and the 11th Wing Family Support Office, explaining available programs for DIA family members. In addition the Red Cross outlines their role and how to contact them if there is a family emergency. Families can also discuss with a DIA lawyer how to implement a will and power of attorney.

HCH provides military and civilian personnel support briefings on entitlements, incentive pay and premium pay. In addition, the Employee Assistance Program (EAP) and the Work Life Program help family members deal with the rigors of having a loved one deployed.

EAP and Work Life offer the following family support:

- Individual counseling for family members able to travel to a DIA facility, or individual counseling by affiliated community counselors for family members unable to travel to a DIA facility.
- Twenty-four-hour phone access to trained mental health professionals for assistance with emotional well-being, child care, parenting or any other problem.
- Phone or written contacts with loved ones as requested by the deployed employee or family member.
- An online reference library including articles, educational programs, summer camps, specialists, interactive tools, free legal consultation, etc.
- Access to a Work Life consultant for research and referral services.
- Consultant phone calls to family members upon request.

Check announcements on the DIA Internal Communications Web page for the next family support briefing in August. If you or someone you know plans to deploy this year, please make time to attend this informative briefing. For more information contact the DDC at (301) 394-5249. 📞



Interview with the Vice Deputy Director for HUMAN CAPITAL

By the Communiqué Staff, CP



Photo by Sarah E. Moseley, CP

The Communiqué staff interviewed the vice deputy director for human capital, Ellen M. Ardrey, to discuss the Directorate for Human Capital's (HC's) role in the implementation of the Defense Civilian Intelligence Personnel System (DCIPS), the transition of the Counterintelligence Field Activity (CIFA) and the latest information on BRAC. Ardrey also addresses new recruitment efforts, how DIA is progressing in hiring those with a foreign language skill and why HC is modernizing training.

Prior to Ardrey's appointment Aug. 1, 2007, she was chief of force structure management in the Office of the Chief Financial Executive (FE). As vice deputy director for HC, Ardrey plans, directs, implements and evaluates the agency's civilian and military human resources, training, and career development programs and services.

COMMUNIQUE: *Have the skills you acquired in your previous position helped you in your new role as the vice deputy director for human capital?*

MS. ARDREY: Absolutely. I see my former role and what I do now as different sides of the same coin. In FE, I was the chief of the force structure and compensation branch; force structure is the manpower requirement for DIA. Working with the directorates, FE documents and manages the occupational skill, the grade and the type of billet — whether military or civilian — that is required to perform the mission. Once the billet requirement is established, HC's job is to find the candidates who best meet those specifications so a hiring manager can make an offer.

The other part of my job in FE was the compensation piece — when we forecast civilian pay it's based heavily on the grade, the advancement of the work force and how fast we are filling billets. It makes a difference if a billet is filled for only five months of the year versus an entire year. Therefore, understanding the demographics of the work force,

"Based on our hiring statistics, 2007 was a phenomenal year — about 1,400 people were hired, which is more than three times the number from years past."

how quickly we're hiring, the grades at which we're hiring, how many people are being promoted, and who is leaving were all integral parts of my previous job in forecasting civilian pay.

COMMUNIQUÉ: *Our theme this issue is "Ready, Willing and Able." How does this*

tie in with what HC is doing to recruit and retain a qualified work force?

"The most important thing for everyone to remember about DCIPS is that DIA already operates, in many ways, in a pay-for-performance environment."

MS. ARDREY: Ready, willing and able really captures the efforts of our entire HC team. HC is continuing to improve and refine DIA's hiring process. We look to maximize our hiring flexibility and to automate our processes wherever possible to reduce the amount of time it

takes a hiring manager to screen, select and bring an employee on board. As we become more efficient, HC will be able to fill billets faster with the skill sets that are needed.

In March 2007 HC automated the recruitment process through an application called eRecruit. This has greatly increased our ability to understand the number and types of candidates we're attracting and to manage their applications through the selection and pre-employment process. In fiscal year 2007 approximately 46,000 people applied for a job at DIA. And given the number of applicants we've seen already this year, we are on track for about the same number as the year before. HC also plans to roll out a new recruitment campaign late this summer to increase DIA's brand recognition as an employer of

choice so we will continue to attract high quality candidates.

We are excelling at the "ready and willing" aspect. Based on our hiring statistics, 2007 was a phenomenal year — about 1,400 people were hired, which is more than three times the number from years past.

With regard to the "able" aspect, HC is working diligently to attract and hire those with the kind of skill sets that are more challenging to fill, like foreign languages and regional proficiency. What we are finding is, of the applicants that have applied since 2007, about half identify themselves as having a language skill, and a third of them claim to have a language skill in one of our critical languages. So we've had a lot of success with the difficult-to-find skill sets.

The other piece of "able" is ensuring our employees continue to master the skills they need to succeed in the workplace. Many studies have verified that the key to long-term employee satisfaction and retention is their rapid assimilation into the work force, and a robust package of learning and development opportunities that clearly demonstrate the organization's commitment to their success. DIA has really become the "best of breed" in the intelligence community (IC) in both of these categories. Our Tomorrow's Intelligence Program continues to be one of the highest ranking courses ever, and we are now in the process of establishing life-long, or career, learning portfolios in support of both DCIPS and Mission R3 — right people at the right place at the right time.

COMMUNIQUÉ: *The DCIPS transition date is quickly approaching — what is the most important piece of information you think employees need to know?*

MS. ARDREY: Sept. 14 is the conversion date for DCIPS, and with any large-scale change there is always a little bit of apprehension. The most important thing for everyone to remember is that

DIA already operates, in many ways, in a pay-for-performance environment. DIA's performance and bonus award processes, which recognize about 35 percent of the work force, are consistent with pay-for-performance practices. DIA has been operating under this system for about five years and it's a culture that we are familiar with.

DCIPS is going to better enable managers to give their employees credit for the good work they do. DCIPS will also teach supervisors to write "SMART" expectations — specific, measurable, achievable, relevant and time-bound — so an employee understands exactly what is expected of them, how it relates to the mission and how they can achieve success.

Employees will also have a bigger role in the performance process. Not only will you list your accomplishments, but you will have to describe the impact of those accomplishments on the mission. In addition, you will have to work with your supervisor to identify and develop specific skills needed to be successful in your occupation. Employees need to clearly understand what skills are important, what training will enhance their competencies and have a better idea of what a successful career path in their occupational series looks like.

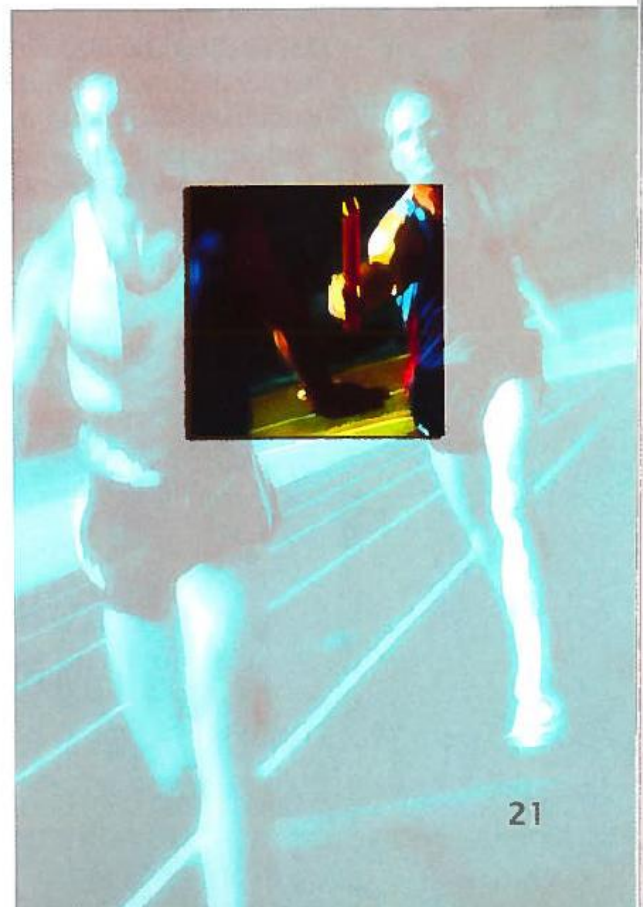
Employees will also have more control over how quickly they progress through a pay band. Currently, unless you apply and are selected for a promotion, your pay increase comes primarily through annual cost of living adjustments and longevity-based within-grade increases. If you are in a career ladder position, and with your manager's recommendation, you could also be promoted more frequently through your career field up to a GG-12. Under DCIPS, an employee can work with their manager to identify opportunities and chart their career path, taking on additional responsibilities, performing above their peers — really stretching professionally and exceeding the goals

that are set for them — to receive larger annual pay increases and/or bonuses.

Regarding career ladders, the undersecretary of defense for intelligence (USD(I)) has authorized employees in documented career ladders to continue in accordance with the current rules. Simply put, career ladder (developmental) employees will receive pay adjustments when they have completed the requisite time and their performance has been verified by their supervisor. USD(I) is working with representatives from the Department of Defense (DOD) IC to design and implement a common developmental program.

COMMUNIQUE: *There has been news coverage of DIA's serious game training for analysts; can you elaborate on how DIA is modernizing its training?*

MS. ARDREY: The particular article you are referring to, "U.S. Spies Use Custom Videogames to Learn How to Think" by Michael Peck on Wired.com, talks about the simulation pilot project that Bruce Bennett in our Joint Military Intelligence Training Center (JMITC) and Jay Hillmer in the Directorate for Analysis (DI) collaborated on. The simulation games are based on different scenarios which incorporate critical thinking and structured analysis (CTSA). These games have been fully integrated into some of our basic analytical courses, and the students must apply the CTSA concepts to successfully complete the games. Since the pilot was so



well-received, the Office of the Director of National Intelligence gave us special grants to develop additional computer-based simulations.

were seeing an increase in employee performance as a result of the learning. HC is now moving toward a performance-based training model where the goal is to use all of the adult learning theory components — different modalities and methods, such as classroom instruction, online learning, virtual classrooms, self-paced learning and video teleconferences — to increase retention and ultimately impact performance.

With the integration of the regional service centers, combatant commands and CIFA into our work force, HC is being challenged to offer high-quality training opportunities to our employees who are located around the globe. Self-paced

training; video teleconferences; and our virtual classroom, CENTRA, are just a few ways we will be able to train employees worldwide and help them grow professionally.

COMMUNIQUE: *During the past few years there has been an emphasis on hiring new employees who are proficient in foreign languages. What progress has DIA made toward meeting this goal?*

MS. ARDREY: Since 2005 DIA has more than doubled the number of employees who have tested at a proficiency level high enough to warrant foreign language proficiency pay (FLPP) for civilians or the foreign language proficiency bonus (FLPB) for military personnel. We have also more than doubled employees who qualify for FLPP/FLPB in our critical languages which include, among others, all dialects of Arabic, all dialects of Chinese, Dari, Farsi, Pashto, Indonesian,

Photo by Keven Haggerty, HC



Recruitment team members welcome applicants at a recent DIA job fair.

With regard to modernizing DIA's training, keep in mind the goal of the adult learning theory is to demonstrate the direct relationship between training and job performance. We are all obviously very busy, so adult learners respond best when they can directly practice and apply the lessons they've learned in the classroom to their job tasks in the workplace. This represents a fundamentally different way to approach training, which used to be based on a "build it and they will come" model. Under that previous construct, HC didn't necessarily revisit with the training requirement owner to see how well their employees were retaining the information being learned, nor try to quantify whether managers

"HC is being challenged to offer high-quality training opportunities to our employees who are located around the globe."

Korean, Russian and Urdu. In fact, 15 to 20 percent of new hires in the Directorate for Human Intelligence (DH) and DI have self-assessed language skills.

As an incentive to maintain and improve foreign language skills, DIA successfully received permission from DOD to increase the amount of foreign language proficiency pay we can provide to an individual per pay period. Previously it was up to \$150, and now it's as much as \$500 per pay period, depending on the particular language, their proficiency level and the number of languages spoken.

To enable language-skilled individuals to maintain their proficiency, DIA opened a language lab in the DIAC next to the unclassified library and has significantly increased the opportunities for language training — including both classroom instruction here in the National Capital Region, immersion and iso-immersion programs at venues around the world and technology-mediated programs that can be used by DIA employees worldwide.

COMMUNIQUE: *What successes has HC had from recruitment efforts such as hiring events and the Employee Referral Bonus Program?*

MS. ARDREY: About 700 of the 1,400 people we hired last year were from hiring events. These events allow the hiring manager to conduct all the interviews in one day and immediately make a selection, drastically shortening the period of time between posting a vacancy and making an offer.

We have changed the hiring events from being open to the public to invitation only. HC now advertises the events and directs people on where to submit their resume. Hiring managers identify applicants who have potential for their vacancies, and we contact the individual and give them the date, time and location. This new process allows us to ensure an applicant is not sitting around all day waiting to be interviewed, and better prepares our

subject matter experts to talk to the individual on specific topics. Since we've implemented the invitation-only process, hiring events have run smoothly for both the applicants and DIA.

We have hired eight individuals under the Employee Referral Bonus Program. To make the referral process easier, HC has created a link in eZHR where any employees can submit a referral on perspective applicants. If the referred individual applies to DIA, receives their clearance and is hired, the employee who referred them receives a \$1,000 bonus.

COMMUNIQUE: *What is HC's role in the transition of CIFA to DIA? Are there lessons learned from Phase I of the JIC/JAC MIP Implementation Study (JMIS) that are helping in this transition?*

MS. ARDREY:

On May 15, the secretary of defense approved the implementation plans that establish the Defense Counterintelligence and HUMINT Center, which will be comprised of the Defense HUMINT Management Office (DHMO), DH, portions of the Directorate for Mission Services Counterintelligence and Security Activity (DA/DAC) and CIFA.

Like JMIS, CIFA is a mass transfer of employees into DIA, and whenever there is a mass transfer the biggest issue is addressing the work force's concerns. For CIFA we are using a lot of the same strategies that we used for JMIS — specifically our communications strategy. We are also going to set up a transition team, similar to the ones used during



"It's important that personnel understand the benefits and entitlements associated with BRAC."

JMIS Phase I. We learned that people feel more reassured when there are experts by their side walking them through the processes like personnel issues, time and attendance, eZHR, expectations and the appraisal system.

Because CIFA employees will transition to DIA on Aug. 3 and DCIPS is being implemented Sept. 14, there is not a lot of time to get everything in order. We have been working with CIFA's leadership to synchronize timelines for the transition of employee records. FE and HC are gathering information about CIFA's force structure, how many people there are, and the billets and grade structure so we can establish the billets structure and correctly house their personnel data in eZHR. HC is working hard to ensure a seamless transition for CIFA into DIA.

COMMUNIQUÉ: *Under the BRAC 2005 decision DIA will move missions to Charlottesville, Va., Fort Meade, Md., and Quantico, Va. What is the impact of these on HC?*

MS. ARDREY: We are integrally involved in the BRAC transitions for 2010 — we are working with the chief of staff and the implementation team to make this transition as smooth as possible. From an HC perspective, once the billets are identified and we know who is occupying those billets, we will begin the formal notification process — the chief of staff is in the process of finalizing those billets that are affected. We will also advise the affected personnel of their benefits and entitlements so they can make an informed

decision about whether they want to stay or go.

It's important that personnel understand the benefits and entitlements associated with BRAC. For instance, if your position is identified to be "BRAC'd", you have special authorities which allow you to carry over leave.

We also need to have a sense for who thinks they may be going, and who thinks they want to stay behind. This information is important because the analysis of permanent change of station funding needs to begin to ensure DIA has sufficient funding.

For those who are thinking about volunteering for an empty billet that is being relocated to Charlottesville and your skill sets match, we are going to try to accommodate the request — but I know we are not going to do a priority placement. However, before we address this issue, we need to identify the billets, know who is encumbering them, get them the information and allow them to make some preliminary indications if whether they think they are going to go or stay here. Only then we will know what positions need to be filled with the appropriate skill sets.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

MS. ARDREY: I worked very closely with HC in my former job, and I thought I had a pretty good feel for what was going on. I really had no idea how much occurs in HC on a day-to-day basis. I recently had a chance to review HC's accomplishments for the last two years, and the magnitude of change and what Mr. Allison and the team have pulled together is phenomenal. I am honored to be part of this organization and to have had the opportunity to see their successes — it's been a remarkable experience. 🌐



Interview with the Chief of the EQUAL OPPORTUNITY Office

By the Communiqué Staff, CP



Photo by Margan C. Kerwin, CP

Connie Morrow, left, and Nancy Scott discuss an EO baseline assessment.

As chief of the Equal Opportunity Office (EO), Nancy E. Scott is responsible for planning, implementing, evaluating and refining DIA's Equal Opportunity and Diversity Management Program. Prior to Scott's appointment in 2005, she was a supervisory equal employment opportunity specialist for EO.

The Communiqué staff interviewed Scott to discuss EO's mission, their priorities for the coming year and the challenges they face supporting the work force of the future. Scott also addresses the tools and services EO provides agency leaders and managers, permitting them to provide for the changing needs of DIA's diverse work force.

COMMUNIQUE: *How does the theme, "Ready, Willing and Able," tie in with EO's mission and vision for the future?*

MS. SCOTT: We support the agency's mission, and specifically, strategic goal eight, by providing for an optimal work environment. I have a staff of enablers ready, willing and able to offer the full scope of equal opportunity services to DIA employees. Specifically, we have the knowledge, skills and abilities to assist DIA's work force in resolving disputes and leveraging their differences to provide effective, cogent military intelligence to decision-makers. In addition, we partner with DIA's managers and supervisors so they can better understand their roles and responsibilities for creating

a healthy work environment for their subordinates. We also provide work force analysis as a tool to assist leadership in assessing change, sustainability, success and the creation of a more effective and inclusive organization. The EO staff

“ As we demystify the EO mission, we help DIA universally develop an appreciation for work force differences and recognize the contributions of its diverse members.”

is personally committed to providing the most effective and efficient service to DIA personnel, to the extent of our capabilities.

COMMUNIQUE: *What does EO view as its top near-term priorities?*

MS. SCOTT: As we demystify the EO mission, we help DIA universally develop an appreciation for work force differences

and recognize the contributions of its diverse members. We are working hard to help DIA managers and supervisors create an optimal work environment for the work force. We educate them on their roles and responsibilities with regards to healthy workplace practices, including conflict management alternatives, reasonable accommodation for disabilities and work force planning to facilitate diversity.

EO is also heavily focused on alternative dispute resolution (ADR) as a means of conflict resolution.

Across the federal

government and within the Department of Defense (DOD) the benefits of ADR are well established. The military services have been able to resolve more than 70 percent of their disputes using this

program, thereby avoiding litigation. By using ADR techniques, conflict is resolved at the lowest level and much sooner, significantly improving the workplace environment. Frankly, when supervisors work with employees in resolving conflict everyone benefits and the focus remains on the mission and not on the conflict. This year our major objective is to expand and firmly implement ADR as an employee option of choice.

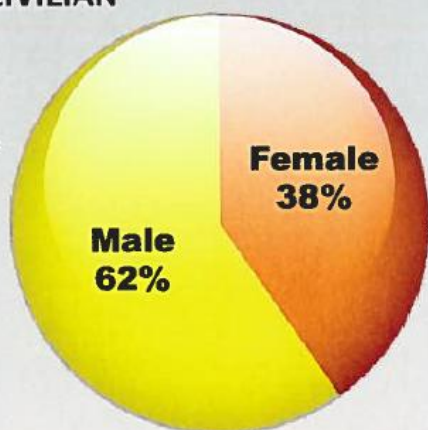
Another major priority is to simultaneously export our EO services to DIA employees worldwide while we bring new employees into our work force. As the agency grows, so do the demands for our services. With 60 percent of DIA's work force situated outside the Beltway, we are increasingly refocusing our efforts. We are in the process of ramping up our manning and putting in place an outreach program that will help us maintain contact and provide better communication venues for deployed personnel, members of the defense attaché network and individuals in the regional service centers. At the same time, we have an influx of new employees and new missions, to include the combatant command employees who have come on board as a result of the JIC/JAC MIP Implementation Study, the Base Realignment and Closure actions and the transition of the Counterintelligence Field Activity mission and personnel. This is an exciting period and we are certainly enjoying the opportunity to explore and grow along with the agency.

COMMUNIQUE: *Do you have any plans as to how you're going to reach the dispersed work force?*

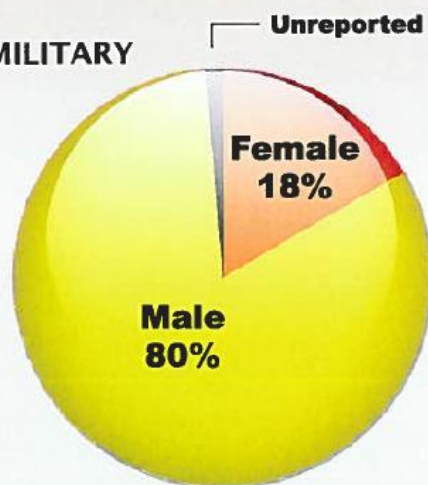
MS. SCOTT: We have a very aggressive outreach plan. We have developed a new Web site that is scheduled to launch in August on JWICS and SIPRNet. We are also using technology, like video phones and video teleconference, to personalize our contacts with our dispersed work force. Our EO consultants will visit each of the combatant commands once a

Total Work Force Population by GENDER

CIVILIAN



MILITARY



quarter and be available for counseling, education and consulting as needed. Additionally, we have developed a whole slate of outreach tools such as informational tri-folds, posters, booklets and handouts. We publish information on our services regularly in the Communiqué and InterComm, and we are available 24/7 through the SITCEN.

We have learned that each organization within DIA is different. When you couple that with geographical demands, the people issues become complex and challenging. It's an exciting challenge however. As DIA grows, we want to grow with it. We want our employees to see EO not as an appendage to the agency, but as an integrated and important part of DIA.

COMMUNIQUÉ: *How is EO working to support the issues facing the work force of the future?*

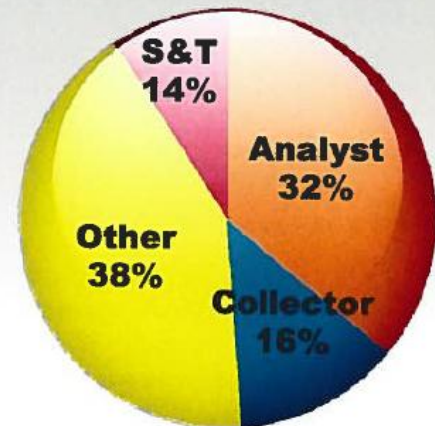
MS. SCOTT: Equality of opportunity and inclusion is an inherent part of DIA's global business culture and is necessary for growth. At every level, DIA leadership, managers and employees are accountable for fostering a diverse and inclusive environment, free from barriers to employment and unlawful forms of discrimination or harassment. The challenges for the future include new kinds of barriers stemming from issues such as generational differences, alternate lifestyle choices and the loss of professional maturity that will come about as the baby-boom generation leaves the work force.

Our objective is to get out ahead of these issues and to prepare our work force in order to minimize their effects before they impact the mission. In partnership with DOD, we are working with the Defense Equal Opportunity Management Institute to develop a new set of employee skills and training to help them handle these types of challenges. We have already included some of these changes in our program and we are working with managers and supervisors to recognize and adapt to the changing needs of DIA's diverse work force — to include issues such as work/life effectiveness; gender and sexual orientation; generational gap issues; and preparation of existing employees to take on the demands of the future.

COMMUNIQUÉ: *What kind of tools and services does EO provide to enable leadership to build a better work environment?*

MS. SCOTT: We work with managers and supervisors to develop customized surveys to provide a baseline assessment

Total Civilian Population by OCCUPATION



of their organizational equal employment opportunity climate. The surveys are supplemented with diversity demographic data which afford an overall picture of the organization. Additionally, we provide a facilitation service to assist managers in

key service provided to managers and supervisors. The EO education program focuses managers and supervisors on their responsibilities in providing equality of opportunity, appreciation for the value of differences in their workplace, as well as maintaining a positive work environment free of discrimination. Additionally, we supply options for resolving workplace conflict, which can range from desk-side mentoring to formal mediation. Resolving conflict early and at the lowest level is a mission imperative.

“We want our employees to see EO not as an appendage to the agency, but as an integrated and important part of DIA.”

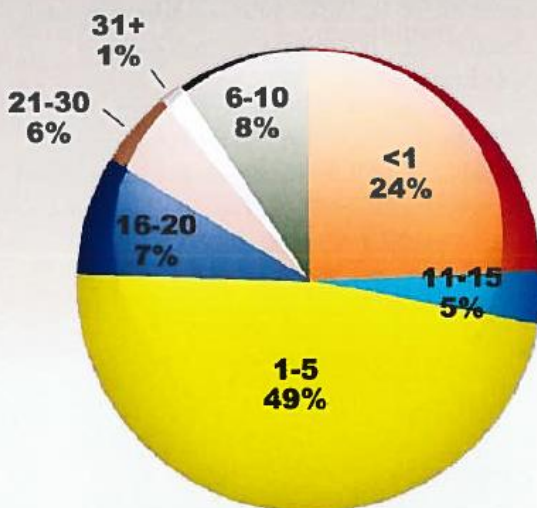
COMMUNIQUE: *Is there anything else you would like to share with the work force?*

providing accommodations to individuals with disabilities. Other tools include oversight and feedback to leadership on major employment life cycle events, including recruitment planning, applicant review/award/training and education panels, and disciplinary activity. This oversight assists in ascertaining strengths, identifying weaknesses and determining key issues in work force development. Education is another

MS. SCOTT: I would like to reiterate that the staff of EO is committed to providing responsive, outstanding service to our global customers and stakeholders. We hope to do this by delivering timely, reliable and accurate analysis and information; demonstrating dedication to the DIA mission, equality of opportunity and diversity; actively listening and treating everyone with dignity, patience, courtesy, inclusion and respect;

promoting the advancement of equality of opportunity and diversity by working together in collaborative ways; and acting as an agent for changing the culture of DIA to one that is more focused on diversity and inclusion. 🎧

Total Civilian Work Force by Years of DIA TENURE



Statistics provided by EO

Tackling the LANGUAGE BARRIER

By Tom J. Haines, HC

In the three-and-a-half years since the Department of Defense (DOD) convened the National Language Conference to articulate how the U.S. could enhance its global leadership through increased foreign language proficiency and understanding of world cultures, DOD and the intelligence community (IC) have committed millions of dollars and thousands of hours to foreign language issues. Those who grew up in the U.S. — where the vast majority of the population can communicate in English or Spanish — may wonder why such effort is needed. Can't we just identify the languages most important to DOD and the IC, then hire or train people who can use those languages?

The sheer number of languages in use today, coupled with the natural extinction of languages, makes this a complicated, continuing issue for the IC.

DIA, together with the rest of the IC and DOD, has significantly improved its understanding of its foreign language abilities and needs. We operate in a global environment requiring expansive communication skills outside of English. But there are challenges in determining language requirements, capabilities, skill and proficiency levels, and performance

versus achievement. It is and will continue to be a daunting yet necessary requirement.

How Big Is the Problem?

There are approximately 6,000 languages used throughout the world. Linguists, social scientists, cultural anthropologists, historians and other language experts agree that complete information on all the world's languages is impossible, so this number will always be an approximation. About 200 languages are written, while the other 5,800 are simply spoken. Spoken languages are believed to have emerged about 150,000 years ago. Writing began about 3,500 B.C., so the written form of language has been with us for only 5,500 years — a fraction of the time mankind has been communicating. Linguists project that at the current rate of language extinction there may be only 500 languages in use by 2100.

According to the 15th edition of the "Ethnologue: Languages of the World" by

"There are approximately 6,000 languages used throughout the world."

In the countries of interest to DOD and the IC, here are relative counts of languages in use today:

Country	Number of Languages	Percent of World's Languages	Indigenous Languages	New/Non-Indigenous Languages	Language Users
Afghanistan	51	0.74	47	4	11,968,781
Iran	79	1.14	75	4	73,367,033
Democratic Republic of the Congo	216	3.12	214	2	37,945,510
India	427	6.18	415	12	943,283,395
Indonesia	742	10.73	737	5	218,607,876
Nigeria	516	7.47	510	6	90,026,548
China	241	3.49	235	6	1,226,606,396
Iraq	25	0.36	21	4	22,595,945

Source: "Ethnologue: Languages of the World"

Raymond G. Gordon Jr. — www.ethnologue.com — more than 500 current languages are near extinction, meaning their speaker population has fallen below 50 or their number of speakers is a small fraction of the ethnic group. For example, the southern Alaskan Eyak language died when its last speaker passed away this year. The modern-day death of a language has many causes, including globalization, migration, urbanization and cultural domination. Alternately, language domination can occur through trade, religious conversions and military conquest. The only certainty is that language adapts, morphs and eventually dies. Latin is a language whose domination ran its course, only to find its roots now in the Romance languages — Italian, French, Spanish, Portuguese and Romanian. Latin also has influenced the English language, especially in science, law and academia.

Language Families

"Ethnologue" details 94 different language families, six of which account for nearly two-thirds of all spoken languages: Afro-Asiatic, 375 languages; Indo-European, 449 languages; Austronesian, 1,268 languages; Niger-Congo, 1,514 languages; Sino-Tibetan, 403 languages; and Trans-New Guinea, 564 languages. These dominant language families

are distributed across five geographic regions. Asia has about 33 percent of the languages used today, Africa nearly 30 percent, the Pacific region about 19 percent, the Americas 14.5 percent and Europe around 3.5 percent. "Ethnologue" estimates approximately 5 percent of the world's languages claim at least 1 million speakers and account for 94 percent of the world's population. That means the remaining 95 percent of languages are spoken by 6 percent of the world. To further complicate this linguistic soup, "Ethnologue" attributes at least 39,000 alternate and dialect names to these languages.

Nearly 25 percent of all spoken languages are found in India, Indonesia and Nigeria. Countries like the Democratic Republic of the Congo and India have greater language diversity — more languages in direct proportion to the total population — than China, Indonesia or Nigeria.

There's more to increasing DIA's foreign language proficiency than simply identifying the most important languages and hiring or training staff to use them.

For more information about DIA's foreign language program, visit the Directorate for Human Capital (HC) Web site or call the DIA Foreign Language Management Office (HC-FL) at (202) 231-1530/3174. 

Becoming a MEDIA 'WARRIOR'

By Georgiana "Paige" Parham, CP

In March I attended the Directorate for Human Capital Joint Military Attaché School (HC/JMAS) Dragon Warrior exercise in Cocoa Beach, Fla., portraying a News 2 television reporter. New to federal service and DIA, I knew very little about the military attaché program, and even less about Dragon Warrior.

Dragon Warrior is the culmination of a 13-week training program designed to prepare future military attachés for their posts in more than 130 embassies worldwide. Students conduct themselves as if they are visiting a foreign country and are placed in a variety of situations that they might encounter in the field, to include possible interviews with news media from the host country.

Planned and supervised by JMAS staff, Dragon Warrior also involves a Directorate for Mission Services Counterintelligence and Security Activity (DA/DAC) operations team of more than 50 support personnel and role players performing a range of duties relevant to the scenario. Some of the missions provided within the scenario are customs and immigration, law enforcement, security, official visits, diplomatic receptions and foreign news interviews.

My role as a News 2 reporter was to assess each student's ability to serve as a spokesperson and manage interviews with members of the foreign press. Within the first three days, I interviewed all 48 students on-camera for about 15

minutes. I asked a number of questions based on Department of Defense talking points, their area of service and recent news events, some of which were blatantly hostile and inflammatory in nature. Here's a taste of what the students had to face:

- Propaganda from the United States shows that they are rebuilding Iraq's infrastructure. Isn't it ironic that the United States is spending billions rebuilding what they have destroyed?

- What right does the United States have to force democracy on Iraq?

- What do you think of the notion that the United States' pre-emptive attack on Iraq will go down in history as one of the great foreign policy blunders of all time?

From the day the students arrived until the end of the exercise, I stayed in character as a reporter, which was harder than you'd think. One evening I attended an attaché reception, and someone asked me where I was from. I had to stop and remember to stay in role — "Where am I, the News2 reporter from ... oh yeah — I'm from Orlando," ... with a Tennessee accent.

Dragon Warrior is a meaningful opportunity to prepare the men and women in uniform for assignment in U.S. Embassies around the world. Although



Photo by John P. Goss, HC



CP's Paige Parham, left, posed as a reporter during the Dragon Warrior training exercise.

military attachés mostly build relationships on a one-on-one basis, it is vital for them to master the ability to communicate to thousands or even millions via the media. Media is a powerful forum for attachés to share the unique mission and messages of each U.S. Embassy with their host country, and garner support and public trust of the United

States. This is diplomacy on the macro level.

As the United States faces intense scrutiny and criticism across the globe, it is important for each attaché to tell their story on their terms. With the ease of the Internet, words are available ad infinitum. Sometimes no matter how good of a job you do, a person may be best remembered by a few misspoken words. This is why learning how to control an interview

and create and use key messages is important. The majority of media training the Office for Congressional and Public Affairs (CP) conducts is in the National Capital Region. Dragon Warrior was the first opportunity I had to train "military-diplomats" who will deploy worldwide — these 48 students will scatter across the globe this summer. Call it idealistic, but it is gratifying to know that I did my part to help the diplomatic and greater national security interests of the United States.

This is where my plug comes in: CP offers media training once a month, usually by directorate. The one-day class runs from 8:30 a.m. to 3:45 p.m., and includes a visit with a national-level reporter and a mock interview to apply what you've learned. If you are a GG-14/O-5 or above and are interested in training, please contact me at my NIPRNet e-mail, dipargp@dia.mil. 📧

Analysts THINK CRITICALLY, LEARN VIRTUALLY

By Michael S. Resnick, HC

It's March 24, 8:45 a.m. EST. Eleven intelligence analysts located at the U.S. European Command (EUCOM) at Royal Air Force Molesworth, U.K., and four presenters at the DIAC log in to a virtual classroom session through the Directorate for Human Capital's (HC's) Joint Intelligence Virtual University (JIVU). They discuss theories and methods surrounding how individuals think and don't think; brainstorm solutions to difficult questions; receive assignments; and, after more than two hours of discussion and interaction, they log off.

So began a new era in intelligence analyst training.

Critical Thinking and Structured Analysis (CTSA) for Combatant Commands is an intensive program offered by the HC Joint Military Intelligence Training Center (JMITC). Until that March morning, the curriculum was covered in eight, four-hour instructor-led classroom sessions. Teams of instructors traveled great distances to teach students about mindsets, biases and alternative ways to approach the art of thinking critically. Students also had to travel, and moving the instructors to the students, or vice versa, was costly, especially when it happened frequently. Add to these concerns the need to ramp up several hundred more analysts from the

combatant commands in a short amount of time, and JMITC was facing a serious problem.

So the team took some of its own advice and thought critically. How do you provide the same training, in a more condensed format, reaching the largest audience possible, in the shortest amount of time and at a significant cost savings? And thus, the virtual class — CTSA for the Combatant Commands — was born.

With guidance and support from JIVU, the eight-week CTSA curriculum was transformed into a three-phase program. Phase I includes reading assignments, an online aptitude test and six self-paced, Web-based training modules. Phase II consists of six virtual classroom segments scheduled during a two-week period that focuses on the major theories and techniques related to critical thinking and structured analysis. Phase III is a five-day in-person class on structured analytic techniques with an in-depth capstone exercise.

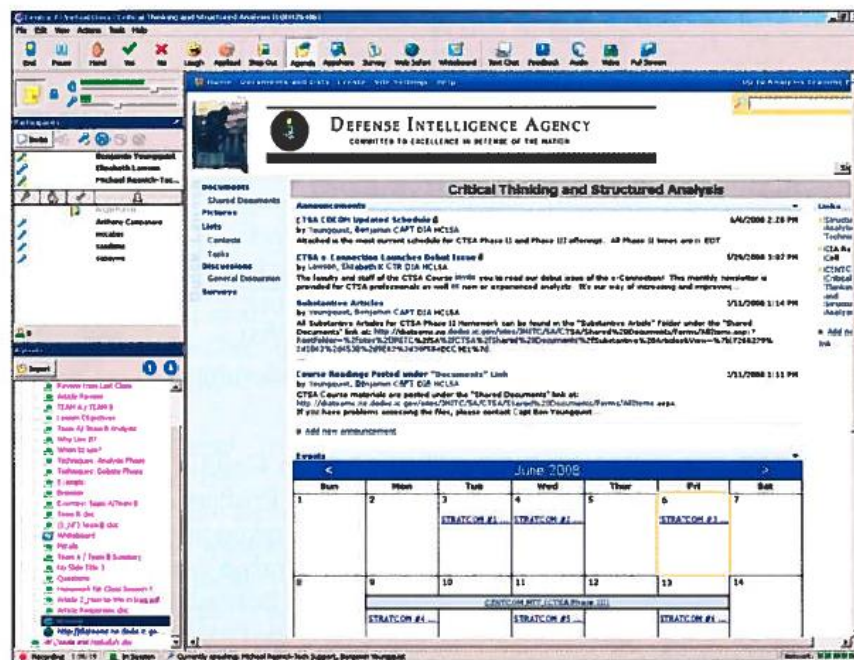
The Phase II two-hour sessions are led by members of the CTSA team from JIVU's virtual classroom studio at the DIAC. By the end of this summer, students at EUCOM and U.S. Transportation, Pacific (PACOM), Central, Strategic, Southern and Joint Forces commands will have participated.

Following the initial pilot course of CTSA, Bruce Bennett, JMITC's deputy director for operations, enthusiastically endorsed the program. "This is groundbreaking stuff! It is a reflection of this branch's efforts to put into action elements of our operational vision," said Bennett.

Students, too, are embracing the new technology. One critical thinker wrote, "[The] virtual interaction was cool ... a first for me. [It] allows folks to be less

inhibited than in traditional classroom sessions."

Marilyn Peterson, program manager for CTSA for combatant commands and virtual instructor in the second set of classes that engaged PACOM students, noted, "It was such fun to teach a class on the air with students from Hawaii and even one from the United Kingdom. It was like doing live radio. I see a great future for distance learning within the intelligence community (IC)."



While virtual interaction may never fully replace face-to-face instruction, JMITC's and JIVU's ability to fully engage personnel that were previously difficult to reach, at significantly reduced costs, and in a timely and efficient manner puts DIA at the forefront of e-learning in the IC.

For more information on how JIVU's virtual classroom can fit into your organization's training plans, contact Tina Cannon, dicante@dodiis.ic.gov, or Michael Resnick, diresms@dodiis.ic.gov, on JWICS. For more information on the CTSA for Combatant Commands course, contact Capt Benjamin Youngquist, Benjamin.youngquist@dodiis.ic.gov, on JWICS.

A student's view of the virtual classroom during a live CTSA session.

DIA, IBM and Harvard: PARTNERS in LEARNING

By the IBM/Harvard Management Development Project Team, HC

Imagine you're the chief executive officer of a major corporation. Do you have what it takes to be successful? What do leaders and managers of large-scale, global institutions need to know and do? Employees from DIA and the intelligence community (IC) have had a chance to find out by participating in a DIA/IBM/Harvard Management Development Pilot Program this year.

The Directorate for Human Capital Center for Leadership and Professional Development (HC/HCL) established this innovative learning partnership with IBM and the Harvard Business School. The new pilot program, based on IBM's award-winning Basic Blue training, develops skills for sound executive performance, which are as relevant and necessary for the IC as they are for the rest of the public and private sectors. The program offers two learning tracks and comprises both online learning and classroom training using ManageMentor, an online instructional program developed by the Harvard Business School faculty.

For more information on the DIA/IBM/Harvard Management Development Pilot Program please contact:

Supervisors Course — Chris Barry (202) 231-4484

Managers Course — Mark Campo (202) 231-5550

Project Manager — Sally Murray (202) 231-1918



DIA supervisors with fewer than three years of supervisory experience follow a 10-week track, while supervisors and managers from DIA and the IC with more than three years of experience follow an eight-week program. Both tracks are based on the leadership and managerial competencies identified by Mission R3 — right people, right place, right time — and the Office of the Director of National Intelligence.

Learning is facilitated through a variety of approaches, from independent self-study and projects, to an on-the-job application of skills. The pilot program makes extensive use of technology with Webinars, Harvard's ManageMentor, IBM's QuickPlace collaboration Web site and DIA's Joint Intelligence Virtual University (JIVU). This blended-learning format accommodates different learning styles, reduces travel and minimizes workplace interruptions. Combining self-paced study with face-to-face learning labs reinforces new skills and enables timely feedback to students. Another key component of the program is the participants' action learning projects, which range from finding new ways to manage effectively in a resource-constrained environment to helping employees understand our transition to the Defense Civilian Intelligence Personnel System. 🗣️

Psychological Screening IMPORTANT for EMPLOYEE, Deployment Mission

By Dr. Alan R. Kolski, HC

The words “psychological screening” often strike fear in employees preparing to deploy overseas. Then come the questions: “Why do I have to do this? Does someone think I’m crazy? What if they do find something — will my career be over?”

There are several reasons deployment screening was implemented at DIA. First, post-traumatic stress disorder, depression and other difficulties are experienced by some personnel who deploy to high-threat areas. Working in an environment where gunfire, improvised explosive devices, mortar and rocket attacks, and suicide bombings occur regularly takes its toll on people’s psychological well-being. Yet it’s crucial that those who deploy remain focused on the mission and the security environment in which they live. Being paralyzed by fear may cause deployees to overlook threats that could put them or others in danger.

In addition, some individuals take medications to treat anxiety, depression and other mental health conditions. For those who have been taking medications for years and are stable, deployment is usually not a problem. However, problems may arise in the early stages of treatment — it may take weeks or months to determine the “right” medication and the correct dosage to treat a condition. Due to limited psychiatric resources in-theater, it may be impractical to adequately monitor someone who has recently begun treatment. In fact, deploying someone who has recently started treatment may worsen their condition.

Finally, personal or family issues may make deployment inadvisable for some employees. For example it may worsen marital difficulties. Someone with a family member who is undergoing tests for a serious medical condition may not make the best candidate either. Deployment may also be inadvisable for someone whose parents are in poor health.

For all these reasons, it’s in the best interest of the individual and the agency to ensure that employees who are deploying are reasonably free of significant mental health or personal issues that might interfere with their ability to focus on their duties and complete the deployment.

The Directorate for Human Capital (HC) launched the psychological screening process on Oct. 1, 2007. Personnel conduct evaluations at the DIA Logistics Operations Center (DLOC), where medical screening, training and equipment issue take place. Two psychologists, Drs. Wendell “Sherod” Williams and Jamila Bailey, conduct the screenings. An individual completes a pre-deployment psychological screening, once they are nominated and validated for deployment. The screening consists of a questionnaire



Photo by Amy L. Buckley, HC

Dr. Jamila Bailey conducts a pre-deployment psychological screening assessment.

and a 30- to 45-minute interview with one of the psychologists. It's important that those who are being screened provide accurate information during the evaluation. Deploying to a remote location with an unreported medical or psychological condition — where medical and mental health resources are limited — may place the individual and others at risk.

Upon return, each employee completes a post-deployment assessment; the procedure is the same as for pre-deployment. This assessment determines whether the person is experiencing any deployment-related difficulties. If difficulties are noted, the individual receives available treatment options, including support through DIA's Employee Assistance Program.

Research by the Department of Veterans Affairs and the military services has shown that deployment-related problems may not immediately appear. Because of this, employees receive a post-deployment

questionnaire via eZHR approximately six months following their return. They complete the questionnaire and return it to the psychologists at the DLOC, and if problems are noted, they're asked to come in for a face-to-face interview and may again be referred to appropriate treatment resources.

To date, only 1 percent of screened agency employees haven't been recommended for deployment. The process is not intended to identify deep-seated psychological problems that may warrant employment termination. The goal is to ensure that those who deploy are relatively free from problems that might interfere with their ability to support the warfighter and maintain proper safety and security practices. DIA is committed to providing the best preparation possible for staff who are put in harm's way, and identifying and offering assistance to those who experience deployment-associated problems. 

There is a lot of information in the Communiqué and the InterComm.

Is your **BRAIN BIG ENOUGH** **to hold it all?**



Puzzled by DCIPS?

Use the DCIPS Overview e-learning module in JIVU to help find the answers. To access the module, use the keyword "DCIPS" after JIVU login.

Read the July 28 InterComm for the answer key.

ACROSS

1. Measure "how" the employee completes the performance objectives.
2. The pay pool process allows organizations to recognize and _____ individual and team accomplishment.
3. The person in an employee's chain of command, responsible for conducting the performance management process.
4. Defined as broad sets or sub-sets of related occupational groups that are characterized by common types of work.
5. The management system that compensates and rewards employees based on performance and contribution to the mission. (acronym)
6. Entry, developmental, full performance, senior and expert are all _____.
7. A person employed within the defense intelligence community who performs work and receives an evaluation of his/her performance.
8. The individual designated to manage the pay pool and ensure consistency in performance-based payouts.

9. The DCIPS performance management process consists of three primary phases: planning, managing and _____.

DOWN

10. Consists of three phases: plan, manage and evaluate.
11. Measure "what" the employee is expected to accomplish.
12. One of the three core goals of DCIPS: Drive individual and organizational performance toward the accomplishment of the mission.
13. The official who is responsible for approving performance objectives and performance appraisals.

14. One of the three core goals of DCIPS: Create a process that is flexible enough to meet the needs of the defense intelligence components.

15. One of the three core goals of DCIPS: Hold managers/supervisors accountable for properly managing their employees and employees accountable for achieving results.

16. The "R" in SMART.

17. Objectives should be written in this format. (acronym)

The Communiqué Staff interviewed some of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Barbara S. SANDERSON

How long have you been with DIA, and where have you worked within the agency?

I have been with DIA since 1985 — about 23 years.

What are your fondest memories with the agency?

My fondest memories with DIA were the six years I spent leading testing of lasers and other weapons with the Community Laser Measurement Program. I was chief of the Electro Optics and Directed Energy Branch MASINT Division. We were testing lasers in the deserts of New Mexico and Texas, with a great team from Sandia and Los Alamos laboratories and members of the entire intelligence community.

What lessons did you learn throughout your career that you would pass on to others?

The lessons I learned throughout my DIA career include: communications is critical both upward and downward; teamwork and collaboration are the keys to success, both within the agency and between agencies and services; respect is essential for every member of the team; and cooperation is essential to make things work.

What would you consider to be your greatest contribution to DIA?

I believe my greatest two contributions to DIA were:

1) As director of the Central MASINT Organization (CMO) from 2000 to 2003, I led the development of the MASINT,

measurement and signatures intelligence, discipline. CMO took the obscure discipline of MASINT from the laboratories and test beds to the operators in the field and made MASINT useful and important to the commands.

2) As vice deputy director of MASINT and Technical Collection from 2003 to 2008, I ensured that MASINT was operationalized and became part of the regular suite of collection disciplines used by the services and the commands.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest change in DIA has been the full deployment of DIA personnel overseas, including the war zones of Iraq and Afghanistan. DIA has truly become a combat-support and operational support agency — essential for the success on the Global War on Terror.

Do you have any final words of wisdom you would like to share before you part from DIA?

My words of wisdom to the wonderful personnel in DIA are believe in this great agency and dedicate yourself to its success. You can accomplish great things as a team and this nation is counting on you to perform. 🐶



Photo by Jerry D. McEntire, DT



Photo submitted by CP

Chuck W. BURDETTE

Cardinal Richelieu, a French clergyman, noble and statesman, said that a wise man never writes a letter and never destroys one. He would love e-mail — collecting them, not sending them.

Yogi Berra, former Major League Baseball player and manager, said never to spend a lot on luggage because you only use it when you travel; and to always go to the funerals of others or they won't come to yours.

I believe the best advice, however, is to treat others the way you would like to be treated and to eschew obfuscation — don't use big words when little ones will do.

What would you consider to be your greatest contribution to DIA?

I feel best about always treating people fairly in an egalitarian manner and doing what I thought was right while accomplishing my small part to help the agency attract, reward and retain excellent employees.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

In the past, country music stars when asked to name their favorite singer would reply, "You mean besides George Jones?" The same principle applies here to Sept. 11. Besides Sept. 11, the fall of the Soviet Union probably had the greatest impact.

Do you have any final words of wisdom you would like to share before you part from DIA?

In the words of cartoonist Al Capp, "Good is better than evil because it is nicer," and DIA represents good in the battle against our perfidious and malevolent enemies. ☛

How long have you been with DIA, and where have you worked within the agency?

I have been with DIA for about 19 years and have worked in the human resources (HR) arena through its interesting vicissitudes. For the past several years, I have had the privilege of working directly with a number of different deputy directors in the area of executive HR.

What are your fondest memories with the agency?

I have nothing but fond memories while working at DIA. The best of those memories, however, include working with friends. In particular, seeing friends develop into valuable employees, accomplishing important work for the nation, are good memories. I have really enjoyed my time here and highly recommend this agency as a great place to work.

What lessons did you learn throughout your career that you would pass on to others?

The lessons I have learned have been expressed well by others. A former British foreign service officer put it aptly, "Never tell a lie, never tell the whole truth, and never miss a chance to go to the restroom."

From "The Simpsons," Homer Simpson's three things to say at work are also helpful. One "That's a good idea boss," two, "It was like that when I got here," and three, "Cover for me."

RELIEF Comes in MORE THAN ONE Form

By Jude Woodarek, DH

Cyclone Nargis struck on the night of May 2 in the eastern Irrawaddy Delta region of Myanmar, formerly Burma. The path of death and devastation created by Nargis affected many villages. One particular village was Po Laung, home to about 300 rice farming and fishing families and consisting of mostly bamboo thatch houses and a few wooden structures. High winds followed by a 12-foot storm surge completely flattened Po Laung, which deluged the village carrying away homes, property and entire families.

U.S. Defense Attaché Office (USDAO) Rangoon, also known as Yangon, not only provided decision-makers insight in the aftermath, but also has been assisting in relief efforts to areas affected by the cyclone. COL Dan Tarter, defense attaché, says his staff is "a small team of lions" and that he is "constantly stunned by their initiative, intelligence, attention to detail, dedication and stamina."

Elvia Hembree, spouse of attaché staff member CW02 Gordon Hembree, took it upon herself to organize volunteer efforts in order to provide support and relief for the victims of Cyclone Nargis. Hembree assembled embassy volunteers, gathered donations, acquired funding from non-governmental organizations (NGOs), and collected water, rice, shelters, medicines and rented vehicles. She went on to organize four private relief ground convoys and one waterborne relief operation, which she led herself. The relief convoys deployed to remote areas of the disaster zone where there were many severely stricken villages that had been bypassed by the government and NGOs.

Right - Elvia Hembree, spouse of attaché staff member CW02 Gordon Hembree, hands out bags of rice to victims of Cyclone Nargis.

Far Right - Families in Myanmar cross flooded fields with relief supplies as they head back to their village.



During a relief convoy to Po Laung, Hembree met Ei Nandar Htet, an 11-year-old girl who was born with a medical condition known as frontonasal encephalocele — a condition that results in a prominent “bubble” on the nose, around the eyes or on the forehead. Htet, her 7-year-old brother and her parents survived the cyclone by climbing on top of a wooden shed. Her parents held her and her brother above their heads as the storm surge climbed to their waists. Holding both children, Htet’s parents swam to a nearby coconut tree and the family clung to it throughout the storm, surrounded by the surging water. When the storm subsided the family climbed down to their devastated village where many friends and family were simply gone.

At 7 months old, Htet had an unsuccessful surgery to correct her condition. The surgery resulted in a post-operative infection from which she nearly died. Htet did not have any kind of continuity of care or follow-up treatment, and what began as a small protrusion on her nose has grown into what can be seen in her photo.

Frontonasal encephalocele, if left untreated, can continue to grow and potentially engulf the victim’s face. This condition can be successfully treated by surgery under proper medical conditions. The surgery involves removing the protrusions and reconnecting bone to close the gap in the skull that fails to form properly during early pregnancy. For unknown reasons there is a high incidence

of frontonasal encephalocele in the Irrawaddy Delta and along the coastline of Myanmar.

Hembree and Tarter were able to get Htet to Yangon for proper medical attention. On June 5 Htet underwent major surgery to correct her condition. This type of operation typically costs around \$2,500. Htet’s father is a seasonal rice farm laborer and truck driver who earns about \$200, in U.S. equivalence, a year.

Hembree has established a relief effort named the Beyond Rangoon Project. More information about these efforts can be found on the project’s Web site at www.beyondrangoonproject.com. More pictures, details about the relief convoys and updates on Htet’s recovery are posted. If individuals wish to make voluntary, personal donations in support of Htet’s medical expenses, or Hembree’s continuing relief efforts, please visit the Web site. Donations collected will also be used to help other children who suffer from Htet’s serious condition and the many other disaster victims whose lives have been devastated by Cyclone Nargis. The project’s goal is to develop long-term recovery and rehabilitation projects for these rural areas.

Please note that neither DIA nor the Department of Defense can officially endorse private charitable relief efforts of this nature since the Beyond Rangoon Project is a private, non-official humanitarian initiative of individuals serving at the USDAO Rangoon in response to extraordinary circumstances. ☎



Top - Ei Nandar Htet after her surgery.

Inset - Ei Nandar Htet on May 23 prior to her surgery to correct her condition, frontonasal encephalocele.



Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in April & May 2008

By the Office of Human Resources, HC

Civilian Retirements

Catherine R. Abernathy, HC
Kenneth W. Bassett, DI
Dennis C. Baugh, DJ
John F. Breeden, DI
Charles W. Burdette, HC
Edward L. Cartwright, DA
John G. Crawford Jr., DI
Wanda G. Daley, DI
Charles Detert, DH
Thomas W. Ferguson Jr., DI
Karen K. Fiorillo, DA
Louis J. Gasbarri, CS
Janine M. Hauser, DA
Elizabeth C. Hussain, J2
Daryl S. King, DI
John S. Lewis, DA
Gavin Mammeri, DH
Philip W. McMaster, DA
Margie S. Owens, DI
Barbara S. Sanderson, DT
Dottie M. Schmidt, J2
Marvin W. Taylor, DA
David D. Yakel, DA
Milton Zukor, DI

Employee Celebrating 40 Years Federal Service

Margaret A. Coleman, DI

Employees Celebrating 35 Years Federal Service

Larry D. Bise, DA
Martha E. Cann, DA
Kenneth E. Sherwood, AE
Wayne S. Smythe, DI

Employees Celebrating 30 Years Federal Service

Marion S. Alley Jr., DI

Dennis C. Baugh, DJ
Janet L. Cavanaugh, J2
Agnes Y. Ching, DS
Elwin E. Clements, DH
Lorraine J. Conk, DI
Angela D. Ford, DI
Donna L. Gray, DI
Lillie K. Jordan, DA
Gemma D. Leeper, DI
Karen L. Newman, DS
Kevin B. Quinn, DH
Charles B. Ross, DI
Ralph V. Sheals, DI
Russell P. Smith, HC
Thomas N. Tomaszewski, CE

Employees Celebrating 25 Years Federal Service

Richard C. Baffa, DI
M. Ray Brown, DH
Tammy Y. Cawley, DI
Cheryl A. Clover, HC
Jeffrey S. Derfler, DS
Juanita M. Galbreath, FE
Tony F. Gatlin, DI
Larry D. Harrison, DI
Michael W. Kelly, DI
Robert W. Kitrinis, DI
Linda L. Mayer, DI
Darryl W. Miller, DS
Jennifer V. Mitchell, DH
Keith A. Myers, DA
Harry T. Nakano, DH
Harold A. Newman, FE
Bert T. Okino, DS
Clayborn L. Peake, DI
Vernell Robinson, DS
Bryan P. Slotta, DH
Barbara A. Smith, DA
Richard C. Snively, DJ

Emily D. Stepanik, HC
Russell G. Swenson, MC
Gloria M. Williams, FE

Employees Celebrating 20 Years Federal Service

Bruce Carcher, DH
John A. Carey, IG
David Chao, DS
Judith P. Crane, DH
Raymond P. Fennell, DI
Nannette P. Fischer, DH
Ronald L. Fitzpatrick, DA
Linda J. Flores-Hicks, DJ
Shelley L. Greene, FE
Lawrence M. Harper, J2
Vanessa L. Lane, DA
Stephen W. Loney, DT
Tammy M. McBride-Loftin, HC
Felicia M. Mitchual, DH
Nicholas P. Perrin, DS
Curtis A. Petersen, HC
Samuel H. Reaves Jr., DI
Ronda A. Rountree, HC
Larry D. Rubenstein, DA
Daniel G. Scott, DI
Garnet Smith, FE
Dennis E. Snider, DS
Daniel F. Van Gundy, IE
Adrienne Young-Battle, DA

Employees Celebrating 15 Years Federal Service

Jason R. Azzarella, DA
James C. Barrow, DT
Norval L. Broome, AE
Marcela L. Cline, DH
Mark J. Guerrero, DH
David C. Henderson, DI
Kevin M. Houlihan, DI

Charles L. Johnston, HC
 Richard C. Kline, DI
 Timothy L. Lohof, DH
 Anthony J. Saccavino, DI
 Regina A. Shiver, HC
 Craig H. Thornberry, DI
 Craig D. Turman, DS
 Bradley S. Washington, DH
 LeJuane M. Watson, FE
 Robel B. Ziegler, DH

Employees Celebrating 10 Years Federal Service

Jack P. Bridge, DH
 Douglas E. Brown, DS
 David R. Carney, DI
 Tracee D. Carroll, DI
 Jeffrey P. Cater, DI
 James R. Coburn III, DI
 Rowland Cooper III, DA
 Mika J. Cross, EO
 Karla A. Daniels, DH
 Jose L. Davila, DA
 Karen M. Dozier, DA
 Matthew D. Dubbs, DI
 Robert R. Ethridge, DA
 Frank V. Gonzalez, DI
 Sandra A. Harris, HC
 Regina A. Hawkins, AE
 Dyanna L. Hedgpath-Moore, CP
 Clifford J. Howlett, DI
 Henry A. James, DH
 Xochitl M. Lara-Thell, DJ
 Angel F. Matoschevere, DA
 Clayton P. Maurer, DH
 Catherine I. Oemig, DI
 Richard J. Ogletree, HM
 Steven K. Piel, DA
 Deron E. Simmons, IG
 Felicia A. Taggart, DS
 Anna M. Taylor, CS
 Frederick G. Wong, DH
 Glen E. Yeager, IE
 George W. Zimmerman, DH

DIA Promotion to DISES

Richard P. Gareau, DJ

DIA Promotions to GG-15

Shanita L. Adams, FE
 Ursula O. Allen-Dogan, FE
 John R. Arpin, DI
 Mark M. Bodycombe, HC
 Jimmy L. Boss, FE
 Amy E. Bristow, HC
 Randall M. Broshar, DA

Andrew J. Funk, DI
 Shelley L. Greene, FE
 John M. Kays Jr., DI
 Brian M. Lassahn, DS
 Cynthia D. Little, DS
 Robert E. Morris, HC
 James V. Nardone, DI
 Donald R. Peebles, DI
 John W. Scruggs, DI
 John J. Sinisko, DI
 Ryan B. Thomas, FE
 Dong J. Yi, DI

DIA Promotions to GG-14

Kathryn Baun, FE
 Colton T. Brentwood II, DT
 Shawna D. Haselkorn, DH
 Danielle L. Hillmer, DS
 Janella M. Jennings, FE
 Angelo X. Johnson, J2
 Martin H. Lindsey, DI
 Roseanne W. McManus, DI
 Heather S. Mitchell, DH
 Molly A. O'Donnell, HC
 Elizabeth G. Owens, DI
 Joni M. Poch, DI
 Richard D. Robinson, FE
 Matthew T. Sanson, DT
 Donna M. Saunders, DA
 Ronald P. Shipman, DT
 Anita Sohm, DA
 Lizbeth R. Sydnor, DI
 Shannon Wendell, DH
 Radoslav D. Zavrel, DH
 Miriam H. Zimet, DI

DIA Promotions to GG-13

Jerald D. Baker, DH
 Kevin L. Biermann, DA
 Jessica B. Bigby, HC
 Erin H. Bloodsworth, DT
 Cecil A. Boozer, DH
 Scott T. Burns, DT
 Matthew J. Buttner, DA
 Donald M. Calderon Jr., DI
 Sasha B. Chain, DH
 Michelle C. d'Amico, DI
 Janice L. Don, DI
 Catherine S. Elbare, DI
 Sally A. Felten, DS
 Tea Galinec, DH
 Steven C. Hatfield, DH
 Nicholas L. Heath Sr., DH
 Michelle E. Hicks, DA
 Martina L. Johnson, DI
 Sarah C. Keenan, DI

Craig M. Kennedy, DA
 Nina M. Lane, DI
 Suzanna Lee, DI
 Christopher J. Leitzke, FE
 Vladimir Lutchenkov, DI
 Jennifer L. Malara, DI
 Shannon J. Massie, DJ
 Timothy P. Melancon Jr., DI
 Thomas W. Newhouse, DH
 Scott E. Norberg, DI
 Michael T. Nguyen, DI
 Trevah A. Oliver, DI
 Lourdes Y. Parrilla, DA
 Donald C. Peterson II, DI
 Debora J. Pfaff, DI
 John P. Richards, DI
 Christopher A. Riddick, DJ
 Tiffany J. Schneider, DI
 David A. Stradley, DA
 Chris A. Sutton, DS
 Alice M. Swinden, DA
 Joni P. Sydney, DT
 Andrew R. Tile, DH
 Jonah A. Victor, DI
 Don N. Vo, IG
 Andrew A. Weinmann, DI
 Amy K. Wolf, DH

DIA Promotions to GG-12

Jacob R. Abel, J2
 Kelly A. Alberts, DH
 Alexander C. Backlick, DH
 Brian J. Banal, FE
 Michael C. Blue, DI
 Christina R. Brigar, DH
 Davida M. Buchanan, FE
 Jonathan E. Butler, DT
 Melissa Canfield, J2
 William Chambers, DS
 David A. Charles, DA
 Lisa Z. Chen, DS
 Helen A. Child, HC
 Barry M. Childs, DH
 Phillip M. Dalton, DH
 Gary A. DeRuiter, DA
 Karen E. Dowling, DI
 Frank V. Gonzalez, DI
 Jacqueline D. Graham, DA
 Jonathan D. Gross, DI
 Christine L. Hall, HC
 Curtis R. Hansen, DH
 David W. Harris, DI
 Tenekia L. Harris, DI
 Michelle A. Hill, HC
 Patricia B. Howlett, DI
 Jasmine J. Hughes, HC

Robert Huizar III, DI
 Kevin L. Huttenbach, DI
 Lauren E. Inman, DI
 Siddharth M. Iyer, DI
 Joshua A. Kelty, DI
 Eric D. Kutchins, DI
 Molly R. Lee, DI
 Calvin W. Lockhart II, DI
 Michael G. Majors, DI
 Dolan J. Malloy, DI
 Donna M. Mitchell, DA
 Joshua A. Newton, DH
 Brian L. Padgett, DI
 Suzy E. Park, DI
 Gregory C. Payne, DI
 Keena N. Reese, DI
 Maria Roman, DI
 Kelly E. Sanborn, HC
 Jennifer W. Shields, DI
 Robert B. Sidell, DI
 Cedon M. Smith, HC
 Gloria A. Smith, DA
 Keith C. Smith, DI
 Clayton T. Sorenson, DH
 Lynn A. Stafford, DH
 Brian R. Stefan, DH
 Christine E. Taylor, AE
 Deborah D. Virgil, HC
 Amy J. Walsh, DH
 Connor J. Watson, DH
 Stacy L. Williamson, HC

DIA Promotions to GG-11

Anola Boutah, DH
 Sean P. Brady, DI
 Abigail H. Brudvig, FE
 Nicole K. Buckey, DS
 Sophia L. Cassidy, DH
 Andrew J. Chelena, DI
 Stephen D. Chupp, DI
 Jana R. Destro, DH
 Patricia D. Duncan, DI
 Stephanie L. Fontaine, DI
 Sandra A. Harris, HC
 Latoyia D. Hodnett, DA
 Becca M. Lawrence, DH
 Crystal C. Lewis, DH
 Rose S. McClendon, DH
 Shelley A. Morris, DS
 Shannon L. Paschel, DI
 Amanda K. Raye, DS
 Robert H. Satterwhite, DI
 Bryan M. Shea, DH
 Barbara A. Shine, DH
 Travis J. Snyder, DH
 Leah N. Stamp, DH
 Charles Tankersley, DI

Deborah D. Virgil, HC
 Robert S. Weiner, DI

DIA Promotions to GG-10

Kevin J. Amundsen, DI
 Geoffrey L. Atkeisson, DI
 Gabriela M. Bryant, DH
 Tonia Cates, DI
 Abigale M. Chapman, DH
 Linda A. Crossley, IE
 Thomas J. Harte, DI
 Victoria A. Holden, DH
 Angela F. Holmes, DH
 Jason M. Lemken, DA
 Liliya M. Levina, FE
 Hope E. Manning, DH
 Michael E. McDaniel, FE
 Daniel K. McGowan, DI
 Caroline McKinney, DI
 Sonya R. Medlock, DI
 Scott D. Minner, DI
 Tabitha Oldham, HC
 Sharon A. Osburn, DI
 Nina Y. Pan, DI
 Kirsten M. Scheyer, FE
 Kay E. Sirbaugh, AE
 Austin C. Sonnenberg, DI
 Brett A. Warren, DI
 Josh T. Wolf, DI
 Joseph F. Yarbrough, DH

DIA Promotions to GG-09

Adam C. Arnett, DI
 Charisse D. Brown, DA
 John J. Carraway, DA
 Patricia Curley, DI
 Jeffrey J. DeYoung, DS
 Carson M. Frederick, DH
 Tarah S. Hancock, FE
 Tate J. Hudson, DH
 Carolyn C. Hunter, DI
 Renee Karpen, DI
 Neal A. McArthur, DH
 Colette N. McDonald, DH
 Gwyneth E. Mclean, DH
 Ella L. Noble, DH
 Denise M. Vanner, DH
 Jenny R. Vigoren, DI
 Sidney M. Wallace, DH
 Eric M. Warren, DI
 Jeremy D. Wolland, DI

DIA Promotions to GG-08

Hector M. Brown, DA
 Anthony Harris, DA
 Glenn M. Richter, DI
 Cara D. Schmidt, DI

DIA Promotion to GG-07

Julie A. Thuis, DA

Army Promotions

LTC Michael Simpson, J2
 MAJ David Allen, DH
 MAJ Scott Morgan, DH
 MAJ Michael P. Murphy, DH
 CPT Charles Ditusa, DI
 CW2 Carl Alerta, DH
 CW2 Kim Deyoung, DH
 SGT Demetrius Dease, DS
 SGT Billy Seal, DI
 SGT Justin Vossler, DH

Air Force Promotions

Lt Col Todd Kelly, DJ
 Lt Col Tina Wyant, J2
 Maj Shawna Doherty, J2
 Maj Kenneth R. Knight, DH
 SMSgt Martin Baise, DJ
 SMSgt James Loomis, DH
 SMSgt Brian Percy, DH
 MSgt Joseph Desantis, DH
 MSgt Daniel Littau, DA
 MSgt Kathlina Racine, DH
 MSgt David Ramirez, DH
 TSgt Rashon McMullin, IE
 TSgt Shavanya L. Sartin, DH
 SSgt Teresa Manley, DJ
 SSgt Jennifer Smith, DI

Navy Promotions

LCDR David J. Sanchez, DH
 LCDR Gene G. Severtson, DI
 LT Matthew D. Myers, DH
 LT Drew J. Whitting, MC
 LT Paul J. Wood, DI
 PO1 Jorth A. Connery, MC
 PO1 Alston D. Feaster, DH
 PO1 Laureen A. Gum, DS
 PO1 Jesse B. Hostetler, DS
 PO1 Wesley C. McIntosh, DJ
 PO1 Feleema Valentine, DS
 PO1 Tyrone P. Wheeler, J2
 PO1 Latesha D. Williams, HC
 PO2 Jacob A. Aubin, J2
 PO2 Nicole L. Landers, DS
 PO2 Nicholas Lowenborg, DI
 PO2 Peter D. Romine, DI
 PO2 Vincent J. Street, DS
 PO3 Sarah E. Cronin, DJ
 PO3 Rena A. Dauria, DS
 PO3 Jack A. Noble III, DS

on the HORIZON

events for AUGUST & SEPTEMBER 2008

August

Aug. 1 Dining Out, 6 p.m.,
Bolling Air Force Club

Aug. 3 Friendship Day

Aug. 4 Coast Guard Day

Aug. 7 Bolling Child
Development Center Ribbon
Cutting Event, 2:30 p.m.



**Aug. 8 -
14** 2008
Summer
Olympics,
Beijing

Aug. 11 - 15 BIG's National
Training Conference, New
Orleans

Aug. 14 Crossing
Boundaries, noon to 1 p.m.,
Tighe Auditorium

Aug. 14 Director's 2008
Awards Ceremony, 2 p.m.,
Tighe Auditorium

Aug. 15 DIA Annual Picnic,
Giesboro Park on Bolling,
10:45 a.m. to 4:30 p.m.

Aug. 20 DIAC Fitness Center
Closed 9 a.m. to noon

Aug. 26 Women's
Equality Day

Aug. 26 National
Dog Day

Aug. 29
Recognition of
Excellence,
11 a.m., Tighe
Auditorium

Aug. 31 CWF
Council
Meeting,
9 a.m., DIAC

Aug. 31 Ramadan Begins

September

Sept. 1 Labor Day

Sept. 2 V-J Day

Sept. 4 - 5 Sparkling Ideas
Vendor Fair, Clarendon,
9 a.m. to 1:30 p.m.

Sept. 11 Patriot Day

Sept. 11 - 12 DNI Open
Source Conference 2008,
Ronald Regan Building and
International Trade Center

Sept. 13 Deadline for
Galileo Awards

Sept. 13 Chocolate Day
(Milton Hershey's Birthday)



Sept. 15 - Oct. 15
National Hispanic
Heritage Month

Sept. 17 Constitution Day

Sept. 17 - 18 DIAC
Vendor Fair, 10 a.m. to
2 p.m.

Sept. 18 Air Force Birthday

Sept. 19 POW/MIA
Recognition
Day

Sept. 22
Fall Equinox

Sept. 24
DIAC Fitness
Center
Closed, 9 a.m. to 2 p.m.

Sept. 25 CWF MWR Fall
Morning Golf Tournament,
Andrews Air Force Base,
8 a.m.

Sept. 26 CWF Council
Meeting, 9 a.m., DIAC Room
B5-130

Sept. 29 - Oct 1. Rosh
Hashanah

Sept. 29 Ramadan Ends



*For further information or updates concerning these events,
please refer to the Internal Communications Web site.*

Say goodbye to ProcessIT!

eTask is coming

Stay tuned to the InterComm each week for the latest on eTask.

